



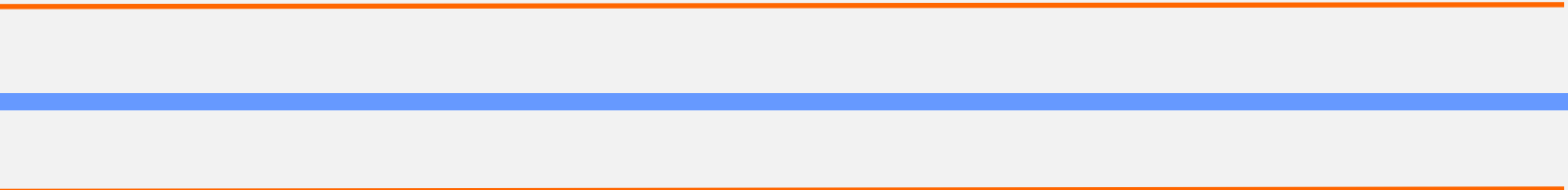
Government of the Republic of Trinidad and Tobago

# **PUBLIC SERVICE COMMISSION**

## **ANNUAL REPORT 2017**



# **Public Service Commission Annual Report 2017**



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**PUBLIC SERVICE COMMISSION  
ANNUAL REPORT 2017**

## FOREWORD



The year 2017 has been one of measured transformative change. Although the Contract with Deloitte – Institute of Public Administration of Canada (IPAC) to provide the Institutional Strengthening Report and Transition Plan for implementing recommendations came to an end in March 2017, the Service Commissions Department (SCD) continued with the implementation of strategic measures outlined in the Plan, such as the establishment of:

- a) a SCD specific Training Team;
- b) a Process Re-engineering Committee;
- c) an Organisational Realignment Committee; and
- d) a Coaching and Mentoring Programme.

These Committees and Programme were established to support direct transformative measures identified in the Deloitte-IPAC Report. In addition, to facilitate this changing focus, two units, the High Court Unit and the Procurement Unit have been created within the organizational structure of the SCD.

Cabinet has also agreed to the restructuring of the current Investigations Unit. These units, when operationalised, will result in enhanced efficiencies in the disciplinary, legal and financial operations of the SCD which in-turn should provide better support to the Public Service Commission (PSC) in executing its constitutional mandate.

The decision of Cabinet to approve Human Resource Advisors on the establishment in 2017, will see the appointment of forty-three (43) Officers in this Job Class at the SCD in 2018. It must be noted that these appointments will also see a reduction in the number of Human Resource Officer positions to eleven (11) at the SCD.

Deloitte – IPAC and the PSC both admit and accept that the future state envisioned which will primarily be one of monitoring, evaluating and reporting, cannot be achieved without the injection of additional dedicated resources working in tandem with the current SCD staff.



Foreword (continued)

The Information Communications Technology (ICT) platform at the SCD also needs to be strengthened through the establishment of an Electronic Database Management System (EDMS), without which departmental efficiency will continue to be stymied.

*...challenges have always been a counterpart to change...*

## Challenges

There is a common perception in the public domain that the PSC arrives at decisions in its own deliberate judgement. This view fails to take cognizance of the fact that the Commission is dependent on the SCD to provide relevant information as well as necessary support thus enabling the Commission to carry out its functions effectively. Consequently, challenges experienced by the SCD in the performance of its supporting role will be manifested in the quality of the decision making by the Commission.

Challenges however, have always been a counterpart to change. The challenges faced by the Commission in 2017 were not new. These include:


- An over-reliance on a manual record keeping system;
- An inability to precisely identify vacancies for the filling of offices and administrative errors;
- Inadequate succession planning by Permanent Secretaries and Heads of Departments;
- A significant high number of long-term acting appointments, the exact number of which the SCD has not been able to ascertain;
- Lack of a full staff complement to undertake proper monitoring;
- Significant levels of non-compliance by Ministries/Departments with respect to Regulations and the Delegation Order; and
- A high volume of disciplinary matters against senior officers in the Public Service.

Foreword (continued)

Persistent, strategic and innovative interventions are required if these challenges are to be overcome in the medium to long term.

The PSC would like to thank all our stakeholders for their continued support and take this opportunity to pay tribute to the outgoing Director of Personnel Administration (DPA), Ms. Anastasius Creed who worked tirelessly in overcoming some of the challenges faced by the Department in the early stages of implementing recommendations from the Institutional Strengthening Project. She must be applauded for her role in implementing key aspects of the recommendations. The PSC thanks Ms. Creed for the unstinting support which she afforded the Commission throughout her period of tenure as DPA.

Finally, I wish to express my gratitude to my fellow Commissioners for their loyalty, commitment and hard work demonstrated in 2017, and look forward to their passionate zeal in 2018.



**Maureen Manchouck**  
**Chairman**

## EXECUTIVE SUMMARY

The 2017 Annual Report outlines the major accomplishments of the Public Service Commission in respect of its Constitutional Mandate. Some of the achievements for the year 2017, are as follows:

- Deliberated on one thousand, five hundred and ninety (1,590) matters under the remit of the Public Service Commission. – **Section 3.0**
- Filled one thousand three hundred and seventy-nine (1,379) vacancies and approved eight thousand, seven hundred and thirty-two (8,732) temporary appointments. – **Sections 6.0 - 6.2**
- Empowered Permanent Secretaries and Heads of Departments in recruitment and selection. – **Section 4.7.2**
- Continued efforts to implement an Electronic Document Management System – **Section 4.5**
- Continued staff training in order to enhance human resource capacity to achieve strategic priorities. – **Section 4.6**
- Established two (2) new Units namely, the High Court Unit and the Procurement Unit and initiated the restructuring of the Investigations Unit, in order to streamline the management of disciplinary matters, legal matters and the expenditure of public monies. – **Section 4.7.3**
- Approved one thousand, nine hundred and three (1,903) arrangements consequential upon the realignment of Ministerial portfolios. – **Section 4.9 and Appendix VI**

In accordance with the projections identified in **Section 7**, the Public Service Commission will continue to adopt a strategic approach in 2018 and beyond to foster continuous improvement in the Public Service.

## 1.0 INTRODUCTION

This Report of the Public Service Commission (PSC) for the year 2017, is submitted pursuant to Section 66B of the Constitution of the Republic of Trinidad and Tobago (as amended by Act No. 29 of 1999) which requires the Commission to report each year on its administration, the manner of the exercise of its powers, its method of functioning and any criteria adopted by it in the exercise of its powers and functions.

### 1.1 Role and Function of the Public Service Commission

The Commission is an independent body established under Sections 120 and 121 of the Constitution. Section 121 gives the Commission the power to appoint persons to hold or act in offices to which that section applies, including the power to make appointments on promotion and transfer and to confirm appointments and to remove and to exercise disciplinary control over persons holding or acting in such offices and to enforce standards of conduct on such officers.

Section 129 (1) of the Constitution, gives the Commission the power to regulate its own procedures by regulation or otherwise with the consent of the Prime Minister. In 2006, the Commission delegated some of its functions to Permanent Secretaries/ Heads of Departments, the Chief Fire Officer, the Commissioner of Prisons,

the Chief Administrator, Tobago House of Assembly, and to other senior officials in the Public Service as stipulated in Legal Notice No. 105 - see **Appendix I**. The Commission retains all the functions of its constitutional mandate which it has not specifically delegated.

The Service Commissions Department (SCD) was established to provide Secretariat and supporting services to enable the Service Commissions to discharge their constitutional responsibilities. Given the changing public service environment, the SCD has had to evolve in order to ensure its effectiveness.

In 2017, SCD continued to move deliberately ahead to realise its future state via an institutional strengthening exercise approved in 2015.

Introduction (continued)

## 1.2 Role of the Director of Personnel Administration

The SCD is headed by the Director of Personnel Administration (DPA). The DPA is the principal adviser and Chief Executive Officer to the Public Service Commission.

As administrative head of the SCD, the DPA is responsible for the efficient conduct and work of the entire Department. To this end, the DPA has to ensure that the requisite capabilities exist within the SCD to support the Commissions in the successful realization of their goals and objectives, namely, that:

- the best possible candidates are recruited for appointment to entry level offices in keeping with the principles, procedures and policies laid down by the Public Service Commission;
- the Human Resource needs at the higher levels of the Service falling under the constitutional responsibilities of the Commission are attended to;
- the legitimate career goals and expectations of officers are satisfied, monitored and managed;
- representations and complaints from public officers and /or their representatives are received and transmitted to the Commission;
- the Commissions are represented in Court with respect to all Judicial Review matters; and
- matters of misconduct and indiscipline are speedily attended to in order to maintain the good reputation of the public service and where necessary, to safeguard the public's interest.

### 1.3 A Tribute to: Ms. Anastasius Veronica Creed



*Ms. Creed sought in many ways to improve the structure and function of the Service Commissions Department...*

The Commission is quite mindful of the challenges facing the Secretariat and the Director of Personnel Administration (DPA) as the SCD continued apace in 2017 with its restructuring and institutional strengthening plans. In this regard, the Commission wishes to place on record its thanks and appreciation for the work accomplished by the Secretariat, headed in 2017 by the DPA, Ms. Anastasius Veronica Creed.

Ms. Creed, former Director of Personnel Administration (DPA) was promoted to the office on March 01, 2015. Ms. Creed began her long and illustrious career of forty (40) years in the Public Service at the Service Commissions Department as a Clerk 1 in 1977 and ended it as Director of Personnel Administration at the same Department, when she retired compulsorily with effect from March 11, 2018.

While her career path saw her enjoying stints of varying lengths in other Ministries/Departments, such as the Ministry of Finance and the Office of the Parliament, she would eventually return to the Service Commissions Department. She was promoted as Deputy Director of Personnel Administration on February 25, 2008 and subsequently as DPA in 2015. Prior to her promotion as DPA she would have acted in the office for intermittent periods.

It is noteworthy to mention that Ms. Creed was instrumental in providing solid launching planks for two (2) important Projects at the Service Commissions Department, namely, the Electronic Document Management System (EDMS) and the Institutional Strengthening Project (ISP). While there is still work to be done to fully realize the benefits of these Projects, she nevertheless laid a sound foundation for her successors to build upon.

1.3 A Tribute (continued)



Ms. Creed sought in many ways to improve the structure and function of the Service Commissions Department to deal with the many challenges experienced on a day to day basis. Some of the key initiatives implemented by Ms. Creed included the strengthening of the Accounting and Audit Units, the establishment of a High Court Unit and a Client Services Unit and the changeover of Human Resource Officers I and II offices, to that of Human Resource Advisers I, II and III. She also sought to encourage the wellness of her staff by facilitating various physical fitness initiatives.

The Public Service Commission commends Ms. Anastasius Veronica Creed for her yeoman service to the Public Service and wishes her well in her future endeavours.

Profiles of former DPA, Ms. Anastasius Veronica Creed

## 2.0 MEMBERSHIP

The Commission comprises a Chairman, a Deputy Chairman and not less than two (2) and not more than four (4) members appointed by the President of the Republic of Trinidad and Tobago after consultation with the Prime Minister and the Leader of the Opposition.

### PUBLIC SERVICE COMMISSION MEMBERS



**Ms. Anastasius Veronica Creed, Former Director of Personnel Administration**

**Front row, L to R – Ms. Prabhawatie Maraj, Acting Director of Personnel Administration, Mrs. Maureen Manchouck, Ms. Kay Charles,**

**Back row, L to R – Mr. Martin Franklin, Mr. Clive Pegus, Mrs. Parvati Annmolsingh-Mahabir and Mrs. Karen Wyllie-Ampson, Secretary (inset)**



Membership (continued)

During the year 2017, the membership of the Commission comprised:

Mrs. Maureen Manchouck - Chairman

Mrs. Manchouck is a former president of NIHERST and public administrator for more than thirty years.

Mrs. Parvati Anmolsingh-Mahabir - Deputy Chairman

Mrs. Anmolsingh-Mahabir is a former Independent Senator (2002-2007). She has a long and distinguished career in education.

Mr. Clive Pegus - Member

Mr. Pegus, a former trade unionist and public servant, is an Attorney-at-Law and legal consultant.

Mr. Martin Franklin - Member

Mr. Martin Franklin is a retired Senior Lecturer and Head of Department at the University of the West Indies.

Ms. Kay Charles - Member

Ms. Kay Charles is a former senior administrator and has a long and distinguished career in the Public Service.

### 3.0 MEETINGS

During the year under review, the Commission held forty-two (42) statutory meetings. Deliberations were undertaken with respect to one thousand, five hundred and ninety (1,590) matters as compared with one thousand, five hundred and ninety-two (1,592) matters in 2016.

## 4.0 OVERVIEW OF ACCOMPLISHMENTS

### 4.1 Filling of vacancies

During the year 2017, the Public Service Commission filled one thousand, three hundred and seventy-nine (1,379) vacancies. Three hundred and fifty-three (353) permanent appointments were made, while one thousand and twenty-six (1,026) promotions were made. See **Figures 1 and 2** on pages 26 and 27 respectively.

### 4.2 Selection Boards

In 2017, part-time Selection Boards were established on a needs basis to expedite the selection process for the filling of vacancies in the Public Service. Interviews were held for twenty-two (22) positions which resulted in:

- i. the filling of thirteen (13) vacant offices, eleven (11) of which were permanent appointments, while two (2) were promotions; and
- ii. the establishment of seventeen (17) Order-of-Merit Lists.

Accomplishments (continued)

### **4.3 Assessment Centre Exercise (ACE) for Selection to the Office of Deputy Director of Personnel Administration and the Office of Deputy Chief Personnel Officer**

Advertisements were issued for the offices of Deputy Director of Personnel Administration (DDPA) and Deputy Chief Personnel Officer. Arrangements will be made for the procurement of a suitable service provider to conduct an Assessment Centre Exercise for the offices upon the completion of the screening of applicants. This exercise will carry over into 2018.

### **4.4 Review of the Public Service Commission Regulations**

The framework outlining the policy to govern the revised Regulations is being drawn up by the PSC and is a work in progress which continued in 2017.

### **4.5 Electronic Document Management System (EDMS)**

The Project continued with the retention of iGovTT as Project Managers. The National Information and Communication Technology Company Limited, branded as iGovTT, is a state enterprise responsible for the provision of Information, Communication Technology (ICT) consulting services. As at December 18, 2017, the SCD and iGovTT signed a Letter of Engagement for the provision of Project Management services and procurement services in relation to the EDMS software. As at December 29, 2017, back-file conversion in an Optical Character Recognition (OCR) Format was continuing to the satisfaction of the Project Manager. This project will continue into 2018.

## 4.6 Staff Training

In 2017, members of staff at all levels of the SCD were exposed to a range of training courses and workshops. This is a continuous exercise to upgrade the skill and competency levels in the Secretariat to support the Commission's work. The training programme was managed so as to ensure alignment between the training activities and the strategic priorities of the organisation. Accordingly, in-house training activities were conducted in the areas detailed.

- Vacancy Identification
- Project Management
- Delegation
- Records Management
- Implementation of Procurement Function
- Pension and Leave

The SCD was also able to access relevant training at the Public Service Academy of the Ministry of Public Administration. The training accessed from this institution is detailed below.

- Ethical Issues in the Public Service
- Proposal Writing
- UNDP Procurement Certificate Level 1
- Freedom of Information
- Disciplinary Procedures in the Public Service
- Public Procurement
- Terms of Reference & Request for Proposal
- Mediation Skills
- EDP for Senior Public Service – Module 1 – Human Interaction
- Performance Management Appraisal System
- Office Etiquette for Administrative Staff
- Preparation of Pension and Leave Records
- Building Emotionally Intelligent Leaders
- Developing Leadership Skills for Middle Level Officers
- Critical Thinking Skills
- Ethics in Procurement
- Designing Orientation Programmes
- Cabinet Note Writing for Senior Officers
- Policy Implementation and Evaluation
- Managing Work Life Balance
- Monitoring and Evaluation

Accomplishments (continued)

## 4.7 Human Resource Management Initiatives

### 4.7.1 Institutional Strengthening

In 2017, the Service Commissions Department's transition team assumed full responsibility for roll out of the institutional strengthening plans. The Department's strategic plan identified the priority areas listed below:

- Customer Service Improvement
- Policy and Regulation
- Human Resource Management
- Information System
- Vacancy Reduction
- Training and Mentoring
- Organizational Realignment
- Process Improvement
- Communication and Change Management

However, the human resource constraints in 2017, prevented the allocation of dedicated resources to move the above listed projects forward; a decision was made to focus on the following areas in a projectised manner:

- Vacancy Reduction
- Process Improvement
- Organizational Realignment

These three (3) areas once executed would provide the execution foundation for the other areas identified in the Institutional Strengthening Transition Plan. Along with the support of the DPA and DDPAs, the areas listed below would receive direct attention:

- Organization's Restructuring
- Increasing staff complement
- Improving Records Management

#### ***4.7.2 Empowerment of Permanent Secretaries and Heads of Departments in Recruitment and Selection***

Public Service Commission, in its Action Plan and Medium Term Strategic Objectives 2015-2016, stated that it would, *inter alia*, “Consider granting the required consent to allow Permanent Secretaries and Heads of Departments more extensive authority over peculiar offices.” In keeping with this strategic objective and in accordance with Public Service Commission Regulation 13(5) and (6) which states:-

**(5) Notwithstanding subregulation (4), a Permanent Secretary or Head of Department may with the consent of the Public Service Commission and in consultation with the Director of Personnel Administration by-**

**(a) circular memorandum; and**

**(b) publication in the Gazette,**

**give notice of vacancies which exist in offices specific to the particular Ministry or Department to which any eligible officer may apply.**

**(6) an application to fill a vacancy as advertised pursuant to subregulation (5) shall be made directly to the Permanent Secretary or Head of Department,**

*A Permanent Secretary/Head of Department could advertise vacancies specific (peculiar) to the Ministry/Department in and out of the Public Service...*

the Commission in February 2017, approved the “Guidelines for the Recruitment and Selection Process for Offices Specific to Ministries and Departments” and decided that:

- i. A Permanent Secretary/Head of Department could advertise vacancies **specific (peculiar)** to the Ministry/Department in and out of the Public Service by Circular Memorandum within the Public Service and to the public through advertisement in the daily newspapers of reputable standing.

Empowerment (continued)

ii The “Guidelines for the Recruitment and Selection Process for Offices Specific to Ministries and Departments” be issued to Permanent Secretaries of the undermentioned five (5) Ministries in the first instance:-

- Energy and Energy Industries
- Health
- Social Development and Family Services
- Rural Development and Local Government
- Labour and Small Enterprise Development

The “Guidelines for the Recruitment and Selection Process for Offices Specific to Ministries and Departments” document included:

- the Guidelines to be followed for the Recruitment and Selection Process.
- samples of the Circular Memorandum for the Advertisement of vacancies; and
- the application for employment/promotion checklist.

Based on reports on the early stages of implementation, the Commission in September 2017, decided that the “Guidelines for the Recruitment and Selection Process for Offices Specific to Ministries and Departments” be amended. The proposed amendments were still under consideration by the Commission at the end of 2017. **Appendix II** depicts the status of those offices advertised in 2017.

### ***4.7.3 Departmental Structure***

The Departmental structure of the SCD also experienced a measure of change in 2017. Two (2) new Units were established as detailed below; and Cabinet approval was received for the restructuring of a third Unit.

#### **Procurement Unit**

The Procurement Unit was established to govern the spending of public monies by the Service Commissions Department in accordance with the Public Procurement and Disposal of Property (Amendment) Act, 2016; and in keeping with the decisions outlined in Cabinet Minutes No.7 of January 5, 2017; No. 419 of March 9, 2017 and No. 495 of March 23, 2017.

Departmental Structure (continued)

**High Court Unit**

The High Court Unit is dedicated to processing documents and addressing matters arising out of legal action taken by public officers against the Service Commissions. Such action consists largely of challenges to decisions of the Commission via the Judicial Review Act.

**Investigations Unit**

This Unit was created by Cabinet Minute No. 1290 dated June 01, 2006, to address challenges which the Commissions had been experiencing in fulfilling their mandate to undertake investigations on matters of indiscipline or misconduct by officers under the Public Service and Teaching Service Commissions. In 2017, Cabinet agreed to the restructuring of the Unit in keeping with the recommendations of the Public Management Consulting Division of the Ministry of Public Administration.

**Appendices III and IV** provide details of the present and past structure of the Service Commissions Department.

**4.8 Electronic Establishment Book**

Traditionally, the SCD has maintained an Establishment Book. However, steps have been taken to have the Book built electronically.

The Electronic Establishment Report was redesigned and has to be tested by the Integrated Human Resource Information System's (IhRIS) Production Team before it is approved to be rolled out to Ministries/Departments. In the interim, the in-house Establishment Database which was developed by the SCD's Information Technology (IT) Unit is being populated by data entry officers assigned to the Judicial and Legal Service Commission, the Client Services Unit and the Monitoring and Oversight Unit, respectively. This work will continue into 2018.



#### 4.9 Approval of Arrangements Consequent on the Realignment of Ministries in the Public Service

Cabinet by Minute No. 59 dated 1<sup>st</sup> October, 2015, and with effect from 1<sup>st</sup> October, 2015:

1. Created new Ministries
2. Dis-established Ministries
3. Changed the names of Ministries
4. Changed the portfolios of Ministries; and
5. Changed the name and portfolio of Ministries

It should be noted that the Ministry of Health was the only Ministry wherein there were no changes. Further, Cabinet by Minute No 452 of 17<sup>th</sup> December, 2015 agreed to further adjustments to the structure of the Public Service. **Appendix V** provides details of the realignment of Portfolios in 2015 and other related details.

Comptroller of Accounts by Circular No FM:3/1/102 informed Permanent Secretaries that:

**“Where positions have been transferred from one Ministry to another, the surrendering Ministry must carry out the following:**

**(a) Establishment Positions**

**Identify the persons attached to the relevant positions and forward a recommendation to the Director of Personnel Administration (DPA) for the transfer of the officers to the new/restructured Ministries with effect from 1<sup>st</sup> October, 2015”.**

The adjustment to the Staff Establishment in the Public Service, included the transfer of permanent officers, temporary officers and officers with acting appointments. The Public Service Commission based on a recommendation from the respective Permanent Secretary approved the following re-alignment:

- a. The transfer of permanent officers from one Ministry to the other
- b. The acting and temporary appointment of officers in the new Ministries

Approval of Arrangements (continued)

It should be noted that some Ministries have been tardy with respect to the submission of their recommendation for the re-alignment of offices which fall under their purview. As a consequence, the re-alignment exercise continued throughout 2017.

**Appendix VI** gives a breakdown of the number of matters which were approved by the Public Service Commission in the different functional areas due to the realignments.

## **5.0 OVERVIEW OF CHALLENGES**

### **5.1 Realignment**

As discussed in Section 4.9, the incoming government of 2015, implemented significant realignment of Ministries and Ministerial portfolios. In order to safeguard the status of serving officers, the Commission had to give priority attention to effecting transfers. This is a time consuming exercise and can only be completed as the Permanent Secretaries bring forward their recommendations. This exercise continued in 2017.

### **5.2 Recruitment**

In the fulfillment of its constitutional mandate, the Commission remains fully cognizant of the need to staff the Civil Service with the caliber of personnel required to meet the priorities and policy focus of each successive government of Trinidad and Tobago. Challenges persist with respect to the attraction of candidates with the mix of experience and training as set out in the respective Job Descriptions. The Commission will continue to work with all its stakeholders to build a stronger public service.

### **5.3 Delegation**

The ability of Permanent Secretaries and Heads of Departments, and their respective Human Resource Departments to manage delegated functions remains a concern of the Commission. The Commission intends to respond by strengthening its monitoring and auditing functions of line Ministries and Departments and to conduct extensive training of line Ministry personnel in the management of delegated functions.

Challenges (continued)

#### **5.4 Amendments and Cancellations**

During 2017, the Public Service Commission cancelled/ amended a total of three hundred and nine (309) appointments/ promotions/ transfers. Two hundred and forty-nine (249) were cancellations of appointments/ promotions/ transfers while sixty (60) were amendments of appointments /promotions. Administrative errors and officers declining appointments were the main reasons for the amendments and cancellations which occurred in 2017.

#### **5.5 Accommodation Issues**

In 2017, the Service Commissions Department (SCD) continued its search for suitable accommodation. Ideally, the property should accommodate the entire SCD with due consideration to the ability of the structure to sustain the weight of the Department's vault. One (1) site visit was made by SCD officials to a prospective property in the El Socorro area.

## 6.0 DETAILED REPORT ON PERFORMANCE IN 2017

### 6.1 Filling of Vacancies in the Public Service

During the year 2017, one thousand, three hundred and seventy-nine (1,379) vacancies were filled by the Public Service Commission. Details on fillings in the Public Service disaggregated by Ministry/Department, employee class, position title and Salary Range/Grade/Salaries Review Commission (SRC) are provided in **Appendix VII**.

*1,379 offices were  
filled in 36 Ministries/  
Departments in 2017*

*161 Senior Managerial Offices  
(Ranges 60 and above and Grades  
4 and above) were filled in  
Ministries/Departments in 2017*

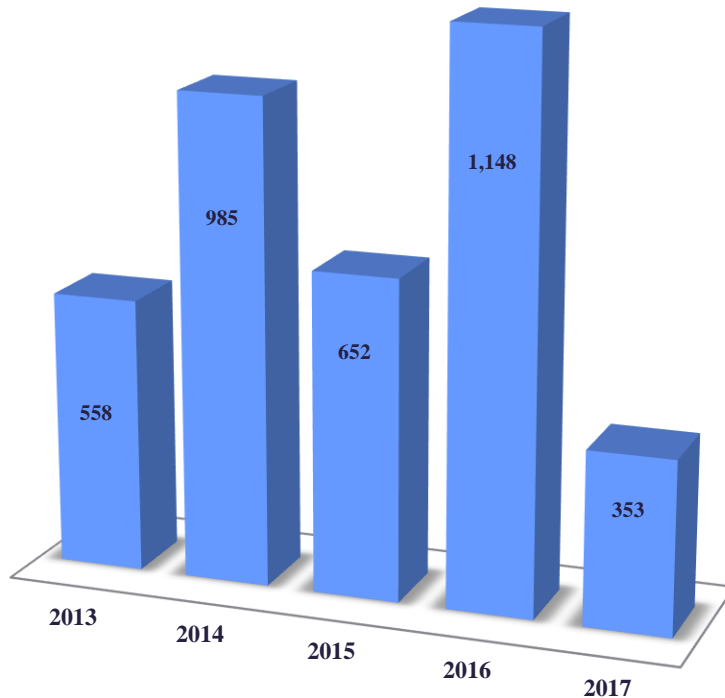
Report on Performance – Filling of Vacancies (continued)

**6.1.1  
Permanent  
Appointments**

Officers receive permanent appointments, on probation, following their success in Examinations and/or interviews or based on their position on the Seniority List.

Three hundred and fifty-three (353) permanent appointments were approved in 2017. Of this total, two hundred and forty (240) were approved by the Public Service Commission. The Chief Fire Officer in the exercise of his delegated authority made one hundred and thirteen (113) first appointments. The Commissioner of Prisons did not make any permanent appointments under delegated authority for 2017. **Figure 1** gives comparative numbers of permanent appointments over the period 2013- 2017.

**Figure 1  
Permanent Appointments  
2013-2017**



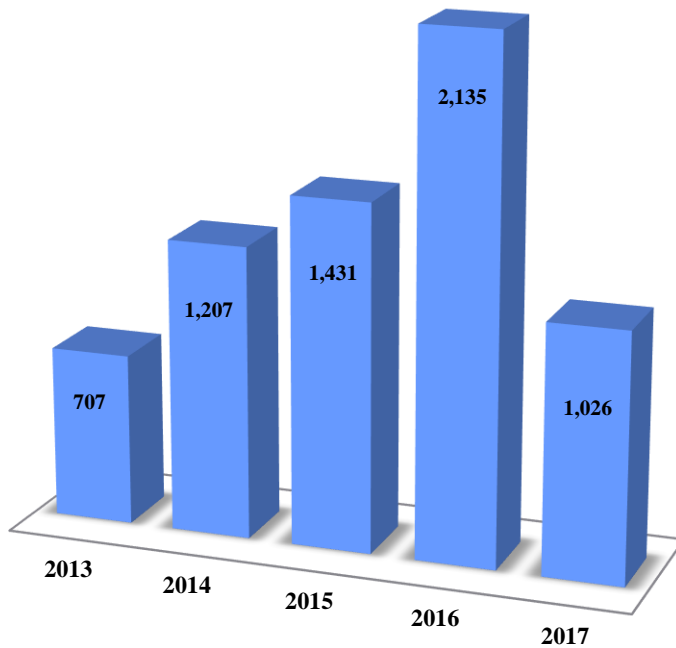
**353  
permanent  
appointments  
were approved  
in 2017**

Promotions are a great boost to morale in a career service as the Public Service.

### 6.1.2 Promotions

One thousand and twenty-six (1,026) promotions were approved in 2017 by the Public Service Commission. The Chief Fire Officer and the Commissioner of Prisons did not make any promotions under delegated authority for 2017. See **Figure 2** below for comparative numbers of promotions over the period 2013-2017.

**Figure 2**  
**Promotions**  
**2013-2017**



*1,026  
promotions  
were made in  
2017*

Report on Performance – Filling of Vacancies (continued)

### 6.1.2.1 Promotion of Officers to Senior Managerial Positions in the Public Service - Permanent Secretaries



On Friday 30<sup>th</sup> June 2017, the Public Service Commission hosted a ceremony to distribute letters of promotion to twenty-five (25) officers to senior managerial positions in the public service.

Ten (10) officers were promoted to offices of Permanent Secretary...

\* \* \* \* \*

Back Row: L to R

Commissioner Martin Franklin, Suzette Lee Chee, Angela Siew, Lydia Jacob, Sandra Jones, Norris Herbert, Ingrid Seerattan, Joanne Deoraj, Jennifer Daniel, Maurice Suite, Commissioner Clive Pegus

Front Row Sitting: L to R

Chairman Maureen Manchouck, Commissioner Kay Charles, Deputy Chairman Parvati Anmolsingh-Mahabir



### 6.1.2.2 Promotion of Officers to Senior Managerial Positions in the Public Service - Deputy Permanent Secretaries

...fifteen  
(15) officers  
were  
promoted to  
offices of  
Deputy  
Permanent  
Secretary



\* \* \* \* \*

**Back Row: L to R:**

Kurt Meyer, Asif Ali, Reita Toussaint, Claudelle McKellar,  
Commissioner Martin Franklin, Penelope Bradshaw-Niles, Sandra Jones,  
Nicolette Duke, Sonia Yearwood, Maurice Suite, Natalie Willis,  
Azizah Baksh-Backredee, Gary Joseph, Jennifer Lutchman, Farook Hosein

**Front Row Sitting: L to R**

Chairman Maureen Manchouck, Commissioner Kay Charles,  
Deputy Chairman Parvati Anmolsingh-Mahabir

Report on Performance - Filling of Vacancies (continued)

### 6.1.3 Positions Filled in Tobago

Of the 1,379 vacancies filled in the public service, forty-one (41) were filled in Tobago which comprised one (1) permanent appointment and three (3) promotions in the Central Administrative Services, Tobago (CAST). In addition, thirty-seven (37) fillings were effected in the Tobago House of Assembly (THA) and this comprised nine (9) permanent appointments and twenty-eight (28) promotions.

*41 vacancies filled  
overall in Tobago  
in 2017*

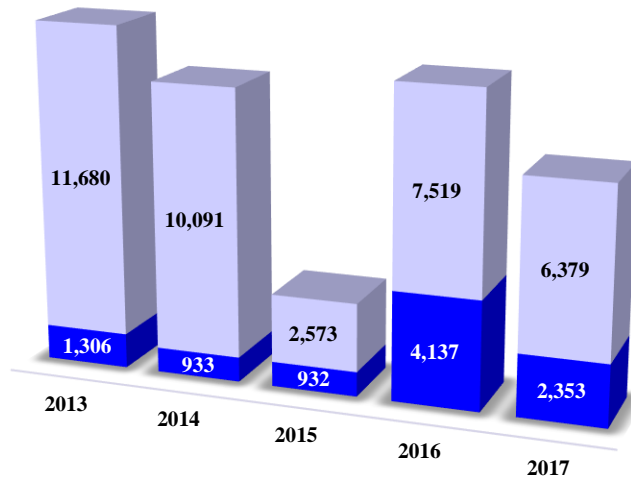
*4 vacancies filled in  
Central Administrative  
Services, Tobago, in  
2017*

*37 vacancies filled in  
the Tobago House of  
Assembly in 2017*

## 6.2 Temporary Appointments

In 2017, the Commission approved one thousand nine hundred and ninety (1,990) temporary appointments. A further three hundred and sixty-three (363) were approved by way of Minutes to the Deputy Chairman and Permanent Secretaries and Heads of Departments effected a further six thousand three hundred and seventy-nine (6,379) temporary appointments under delegated authority<sup>1</sup>. Of the 6,379 temporary appointments made under delegated authority, a total of four hundred and one (401) were effected in Tobago. This consisted of three hundred and six (306) by the THA and ninety-five (95) by CAST. **Figure 3** below gives comparative numbers of temporary appointments over the period 2013-2017. Altogether, a total of eight thousand, seven hundred thirty-two (8,732) temporary appointments were made to resource the Public Service in 2017.

**Figure 3**  
**Temporary Appointments**  
**2013-2017**



**8,732**  
*temporary*  
*appointments*  
*were made in*  
*2017*

■ Temporary Appointments (Delegated) ■ Temporary Appointments

<sup>1</sup>In 2015 data was only provided for the first quarter. The data provided with respect to 2015, only reflect the first quarter of that year for **Figures 3 - 9**.

Report on Performance (continued)

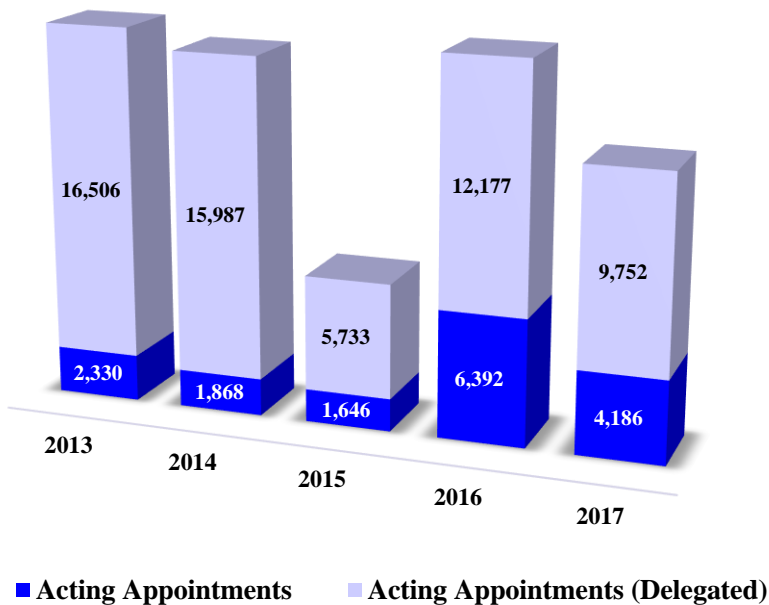
**6.3  
Acting  
Appointments**

The Commission approved four thousand, one hundred and eighty-six (4,186) acting appointments. A disaggregation of this total has revealed that one thousand, six hundred and ninety (1,690) acting appointments were due to re-alignment of Ministerial portfolios.

Permanent Secretaries and Heads of Departments effected a further nine thousand, seven hundred and fifty-two (9,752) acting appointments under delegated authority. Of the 9,752 acting appointments under delegated authority, a total of six hundred and eleven (611) were made in Tobago. This consisted of four hundred and twenty-eight (428) by the THA and one hundred and eighty-three (183) by CAST. The Chief Fire Officer approved nine hundred and eighty-four (984) acting appointments.

The Commissioner of Prisons also effected sixty-eight (68) acting appointments under delegated authority. **Figure 4** gives comparative numbers of acting appointments over the period 2013-2017.

**Figure 4  
Acting Appointments  
2013-2017**



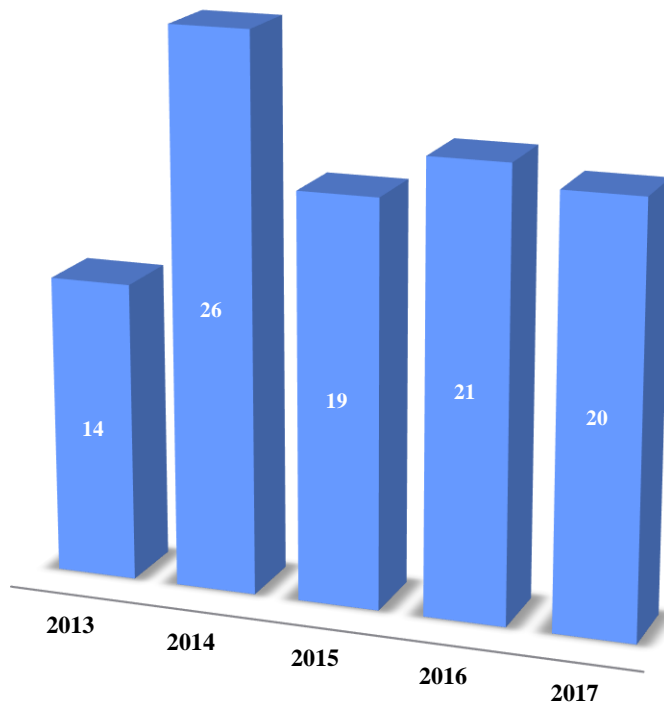
*13,938 acting  
appointments  
were made in  
2017*

## 6.4 Secondments

“Secondment” as defined in the Civil Service Regulations Chapter 2. (1), refers to the temporary movement of an officer holding an office in the Civil Service to an office or position outside the Civil Service, and includes the temporary movement of a person from an office or position outside the Civil Service to an office within such Service.

In 2017, the Commission released twenty (20) officers for appointment on secondment to other Service Commissions and Agencies such as, the Teaching Service Commission. **Figure 5** gives comparative numbers of officers released from and seconded to the Public Service over the last five (5) years.

**Figure 5**  
**Secondments**  
**2013-2017**



*20 officers were  
released for  
appointment on  
secondment in  
2017*

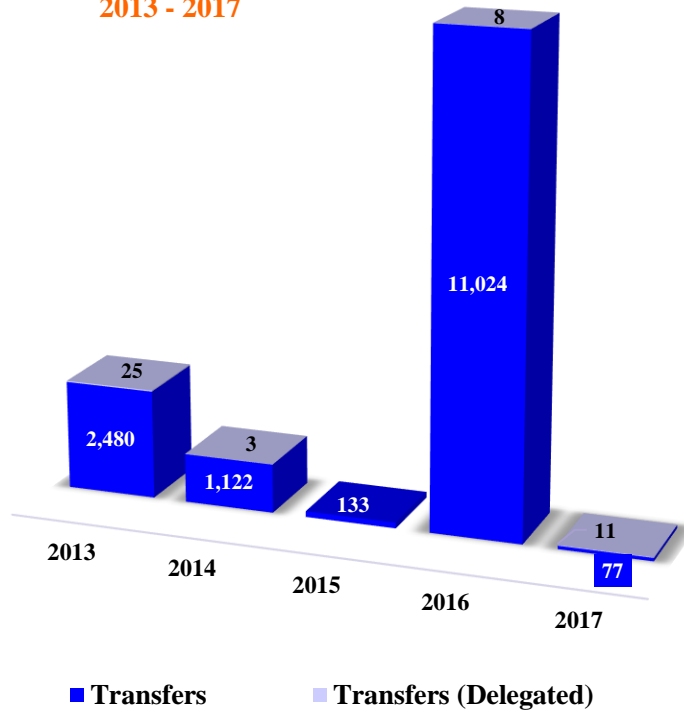
Report on Performance (continued)

**6.5  
Transfers**

During the year 2017, the Commission transferred seventy-seven (77) officers, sixteen (16) were as a result of the re-alignment of Ministerial portfolios. Permanent Secretaries and Heads of Departments effected a further eleven (11) transfers under delegated authority. Of the 11 transfers under delegated authority, two (2) were made in Tobago by the THA.

A comparison among the years from 2013 to 2017 is shown in **Figure 6** below.

**Figure 6  
Transfers  
2013 - 2017**



*88 officers  
were  
transferred  
in 2017*

## 6.6 Confirmations

The responsibility to confirm appointments (up to and including Salary Range 68) was given to Permanent Secretaries and Heads of Departments by Delegation Order of 24<sup>th</sup> May 2006. During 2017, a total of six hundred and sixty (660) confirmations of appointments were effected. The Commission confirmed four hundred and seven (407) appointments. Permanent Secretaries and Heads of Departments effected a further two hundred and fifty-three (253) confirmations under delegated authority. Of the 253 confirmations made under delegated authority fifty-four (54) were made in Tobago. This consisted of forty-nine (49) by the THA and five (5) by CAST.

A comparison among the years from 2013 to 2017 is shown in **Figure 7** below.

**Figure 7**  
Confirmations  
2013 - 2017



*660  
confirmed  
appointments  
in 2017*

Report on Performance (continued)

**6.7  
Separations**

The Public Service Commission Regulations provide for public officers to be separated or removed from offices in the Public Service by resignation, retirement and termination of appointment. The undermentioned data also includes statistics from the Prison and Fire Services. **Table 1** indicates the number of officers who have separated from the Public Service during 2017.

**Table 1**

Type of Separation	Total
Resignations	81
Declared to have resigned	15
Compulsory Retirement	600
Voluntary Retirement	34
Permission to Retire	17
Medical Board	7
Deaths	38
<b>TOTAL</b>	<b>792</b>

*792  
officers were  
separated  
from the  
Public Service  
in 2017*



## 6.8 Examinations

Section 12 (1) of the Public Service Commission Regulations states that:-

*Candidates for permanent appointment to public offices in the clerical and secretarial classes as prescribed by the Civil Service Regulations and to such other classes in the public service as the Commission may from time to time specify, shall be selected on the basis of written examinations and interviews.*

The Commission also has a policy in place for shortlisting large numbers of applications for a single office via an Examination. In this context, an Examination Board exists in accordance with Section 17(1) of the Public Service Commission Regulations.

In 2017, examinations/supplemental examinations were held for a total of seventeen (17) offices. Civil Service Entrance Examinations/Supplemental Examinations were held for eight (8) offices. Promotional Examinations/Supplemental Examinations were held for nine (9) offices.

Thirteen thousand, two hundred and thirty-five (13,235) candidates were scheduled to sit examinations. Ten thousand, three hundred and fifty (10,350) candidates, that is 78% actually sat the examinations. Seven thousand, nine hundred and seventy-eight (7,978) candidates, that is, 77% were successful.

A breakdown of the number of candidates who were scheduled to sit the examinations/supplemental and those who sat the examinations and were successful is shown below in **Table 2**. The percentage rates of success/failure for candidates by office are shown in **Table 3**.

## Report on Performance - Examinations (continued)

**EXAMINATIONS HELD IN 2017**

<b>Offices for which Civil Service Entrance Examinations/ Main/Supplemental were held</b>	<b>Candidates scheduled for Main Examinations /Supplemental</b>	<b>Candidates Present for Main Examinations/ Supplemental</b>	<b>No. of Successful Candidates</b>
Administrative Assistant	634	522	59
Assistant Divisional Fire Officer	219	105	22
Assistant Treasury Officer	32	22	14
Audit Examiner Assistant	36	20	17
Clerk I, Tobago House of Assembly	314	193	157
Customs and Excise Guard I	11	6	0
Fire Entrance Examination	8,789	7,255	6,621
Fire Practical Exams for the promotion to the rank of Fire Sub Officer	154	126	43
Fire Station Officer	425	249	7
Fire Sub Officer	23	7	0
Food and Drug Inspector I	132	101	28
Human Resource Adviser I, II and III	400	311	183
Municipal Police	806	516	488
Planning Officer I	179	131	46
Public Health Inspector I	231	188	152
Statistician	87	40	2
Valuation Assistant I	763	558	139
<b>Total</b>	<b>13,235</b>	<b>10,350</b>	<b>7,978</b>

## SUCCESS/FAILURE RATES IN 2017

Table 3

Office	Success Rate (%)	Failure Rate (%)
Municipal Police	95	5
Fire Entrance Examination	91	9
Audit Examiner Assistant	85	15
Clerk I, Tobago House of Assembly	81	19
Public Health Inspector I	81	19
Assistant Treasury Officer	64	36
Human Resource Adviser I, II and III	59	41
Planning Officer I	35	65
Fire Practical Exams for the promotion to the rank of Fire Sub Officer	34	66
Food and Drug Inspector I	28	72
Valuation Assistant I	25	75
Assistant Divisional Fire Officer	21	79
Administrative Assistant	11	89
Statistician	5	95
Fire Station Officer	3	97
Customs and Excise Guard I	0	100
Fire Sub Officer	0	100

## 6.9 Delegation

In order to ensure that the functions delegated to Permanent Secretaries /Heads of Departments and other senior public officers are properly exercised, the Public Service Commission established in 2006, a Monitoring, Auditing and Oversight Unit.

This Unit provides training and consultancy services to the officers in the Human Resource Management Units of line Ministries/ Departments in the proper use of the delegated instruments.

### 6.9.1 Review of the Performance of Ministries and Departments under Delegated Authority

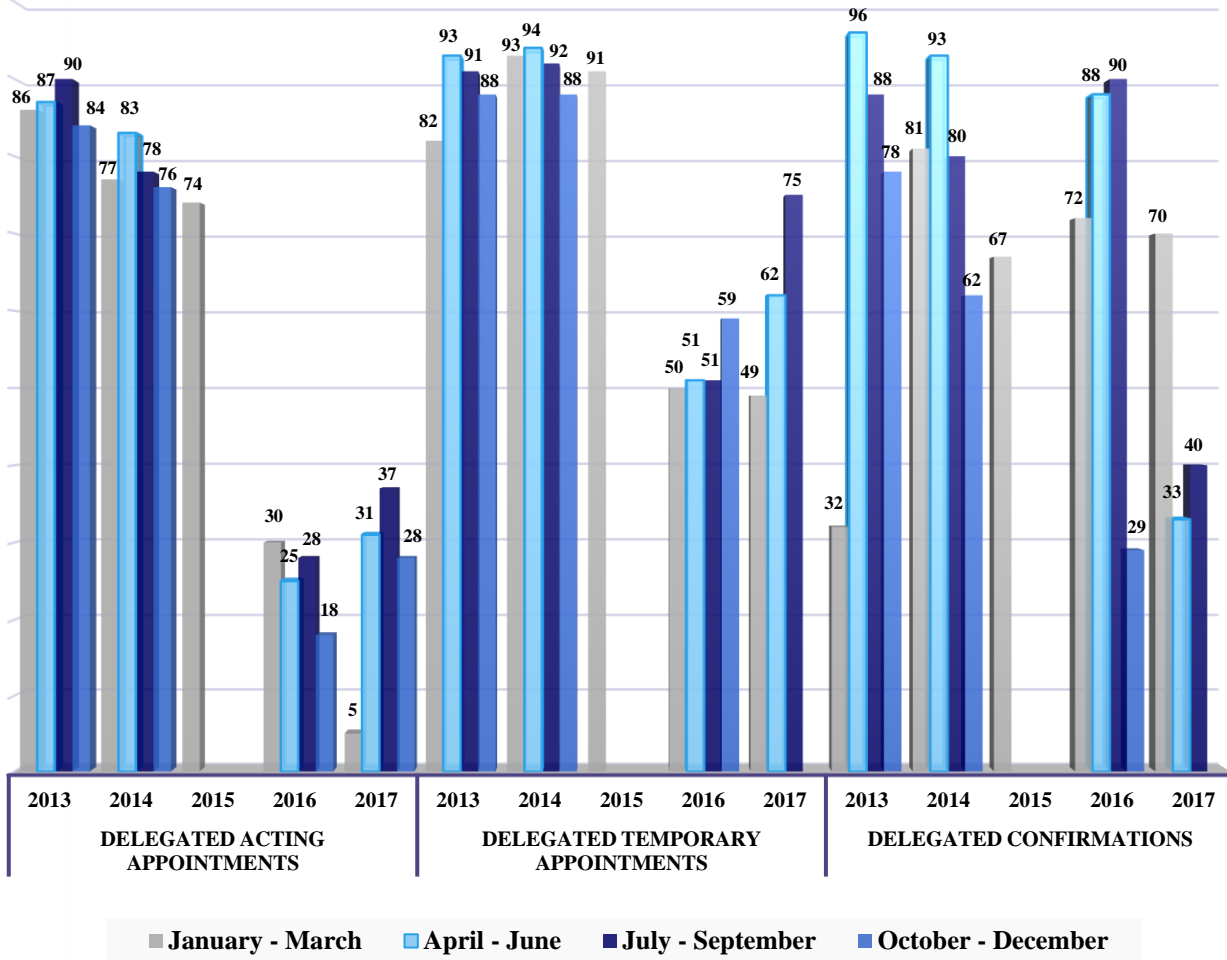
The Public Service Commission (Delegation of Powers) (Amendment) Order, 2006 outlines the powers delegated to Permanent Secretaries and Heads of Departments in the areas of acting appointments, transfers, further temporary appointments, confirmations and exercising disciplinary control over public officers under the One-Man Disciplinary Tribunal. Any failure to adhere to the requirements as set out in the Legal Notice No. 105 dated May 24, 2016, is regarded as non-compliance.

A review of the performance of Permanent Secretaries and Heads of Departments under delegated authority for 2017, by the Monitoring, Auditing and Oversight Unit indicates that a total of sixteen thousand, two hundred and sixty-six (16,266) matters were dealt with by Permanent Secretaries and Heads of Departments under delegated authority. Of this total, six thousand, five hundred and ninety-one (6,591) matters were in compliance while nine thousand, six hundred and seventy-five (9,675) matters were not in compliance. In other words, the line Ministries and Departments were 60% non-compliant in the matters falling under their purview via delegated authority. **Figure 8** provides details.

In 2017, the Commissioner of Prisons effected sixty-eight (68) acting appointments, thirty (30) of these were in compliance. The Chief Fire Officer effected nine hundred and eighty-four (984) acting appointments during this period. None of these were in compliance.

Any failure to adhere to the requirements as set out in the Legal Notice No. 105 dated May 24, 2006, is regarded as non-compliance.

**Figure 8**  
**% Compliance with Delegated Function**  
**2013-2017**



Several factors may be identified as accountable for the high level of non-compliance recorded. These are examined below.

- Lack of training for staff in the various Ministries/Departments: The Monitoring and Oversight Unit resumed training for staff in the various Ministries/Departments in the 2<sup>nd</sup> quarter of 2017, prior to this, training in these areas were last conducted in the 1<sup>st</sup> quarter of 2014.

Report on Performance - Compliance with Delegated Function (continued)

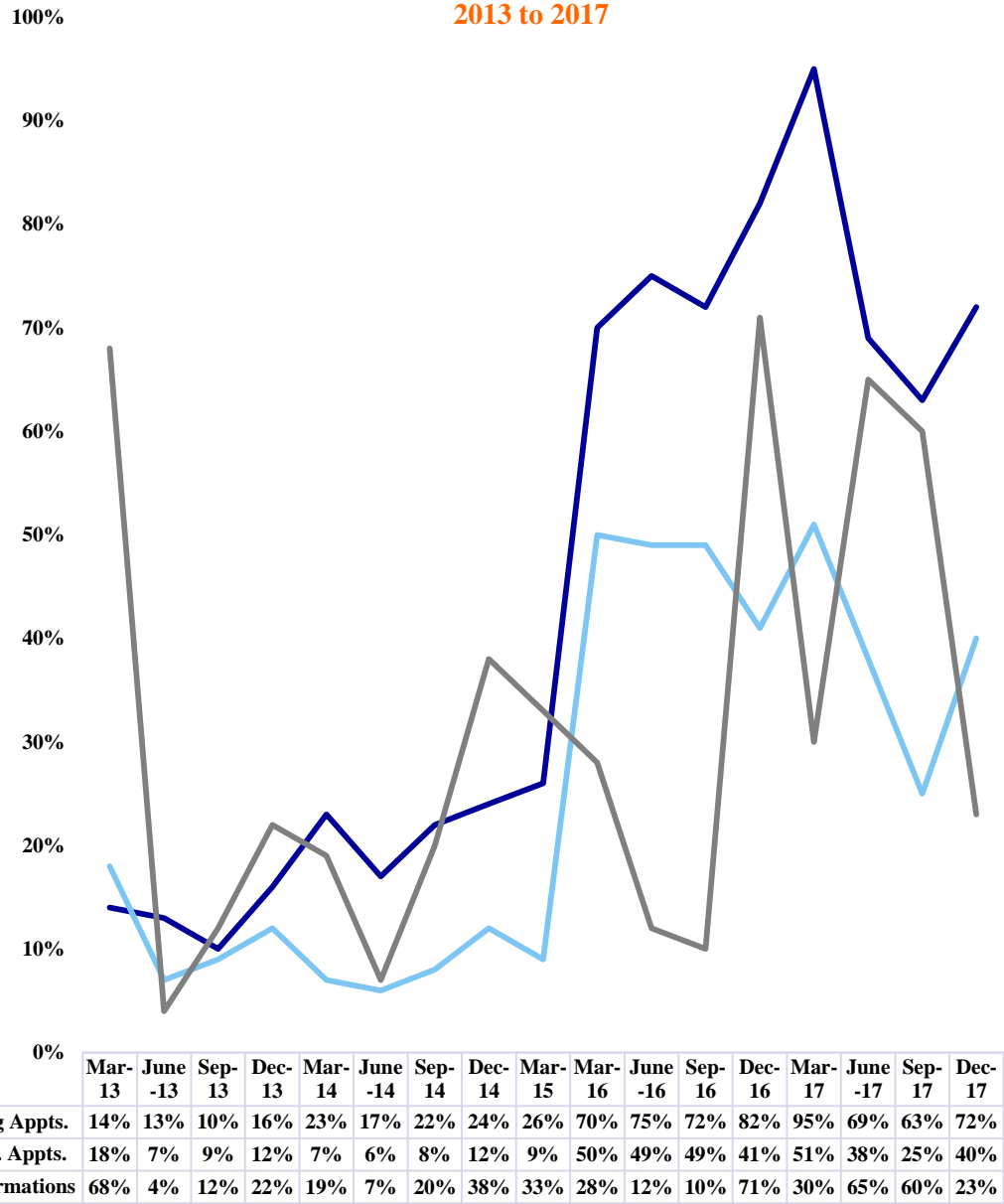
- High level of staff turnover in the various Ministries/Departments: training must be conducted on a continuous basis in order to mitigate against this high non-compliance.
- Lack of staff in the Monitoring and Oversight Unit: this Unit has responsibility for advising/guiding/monitoring the Delegation Order in the Ministries/Departments. An Adviser is assigned to at least 4 Ministries/Departments and must visit on a weekly basis, however, due to the lack of staff in this Unit over the past four (4) quarters, these major functions have been affected, hence the high level of non-compliance.

The Commission intends to increase the oversight and auditing of Ministries and Departments and at the same time to increase the frequency of training of Human Resource personnel in the use of the delegated instruments.

**Figure 9** highlights the areas of non-compliance by Permanent Secretaries and Heads of Departments over the period 2013 to 2017. It should be noted that for the year 2015, data is only provided for the quarter January to March, as a consequence of the challenges linked to the realignment of ministerial portfolios in that year.

Report on Performance - Non-compliance with Delegated Function (continued)

**Figure 9**  
**Quarterly % of Non-Compliance Delegated Functions**  
**2013 to 2017**



## 6.10 Discipline

One of the important powers vested in the Commission under the Constitution is the power to remove and exercise disciplinary control over persons holding or acting in such offices and to enforce standards of conduct on such officers. (Section 121 of the Constitution of the Republic of Trinidad and Tobago)

**Table 4** hereunder gives a statistical representation of disciplinary proceedings against public officers in 2017:

**Table 4**

Disciplinary Matters	Civil	Fire	Prisons	Total
No. of Court Charges submitted to PSC for consideration	6	0	4	10
No. of court matters which have been dismissed as a result of the non-appearance in court by Police Officers	0	0	1	1
No. of Court Matters Dismissed	0	0	2	2
No. of Court Matters Discharged	0	0	1	1
No. of Orders of Interdiction	1	1	3	5
No. of Orders of Suspension	3	1	0	4
No. of Lifting of Order of Suspension	1	0	0	1
No. of Officers who had allegations of misconduct made against them	13	0	12	25
No. of allegations of misconduct	29	0	24	53
No. of Preferment of Disciplinary Charges	3	0	6	9
No. of persons disciplinary charges were preferred against	3	0	5	8
No. of Outstanding Court matters at the end of 2017	42	0	65	107
No. of matters discontinued/no further action	0	0	4	4
No. of officers requested to appear before a Medical Board	1	0	0	1
No. of investigating officers' reports received	17	0	37	54
No. of Abandonments (Declared to have Resigned)	8	1	6	15



Report on Performance - Discipline (continued)

**6.10.1  
Public Service  
Appeal Board  
Matters**

In 2017, six (6) officers filed appeals before the Public Service Appeal Board (PSAB). Appeals to the PSAB are filed where the Commission has imposed penalties on an officer at the conclusion of a disciplinary matter. The PSAB regulates its own procedure.

Four (4) matters were from the Civil Service and two (2) matters were from the Prison Service. No new matters were filed from the Fire Service for the period. All six (6) PSAB, matters were pending as at December 31, 2017.

**6.11 High Court/Court of Appeal Matters**

In 2017, twenty-six (26) High Court matters were filed involving the Public Service Commission. From six (6) concluded matters, four (4) matters were

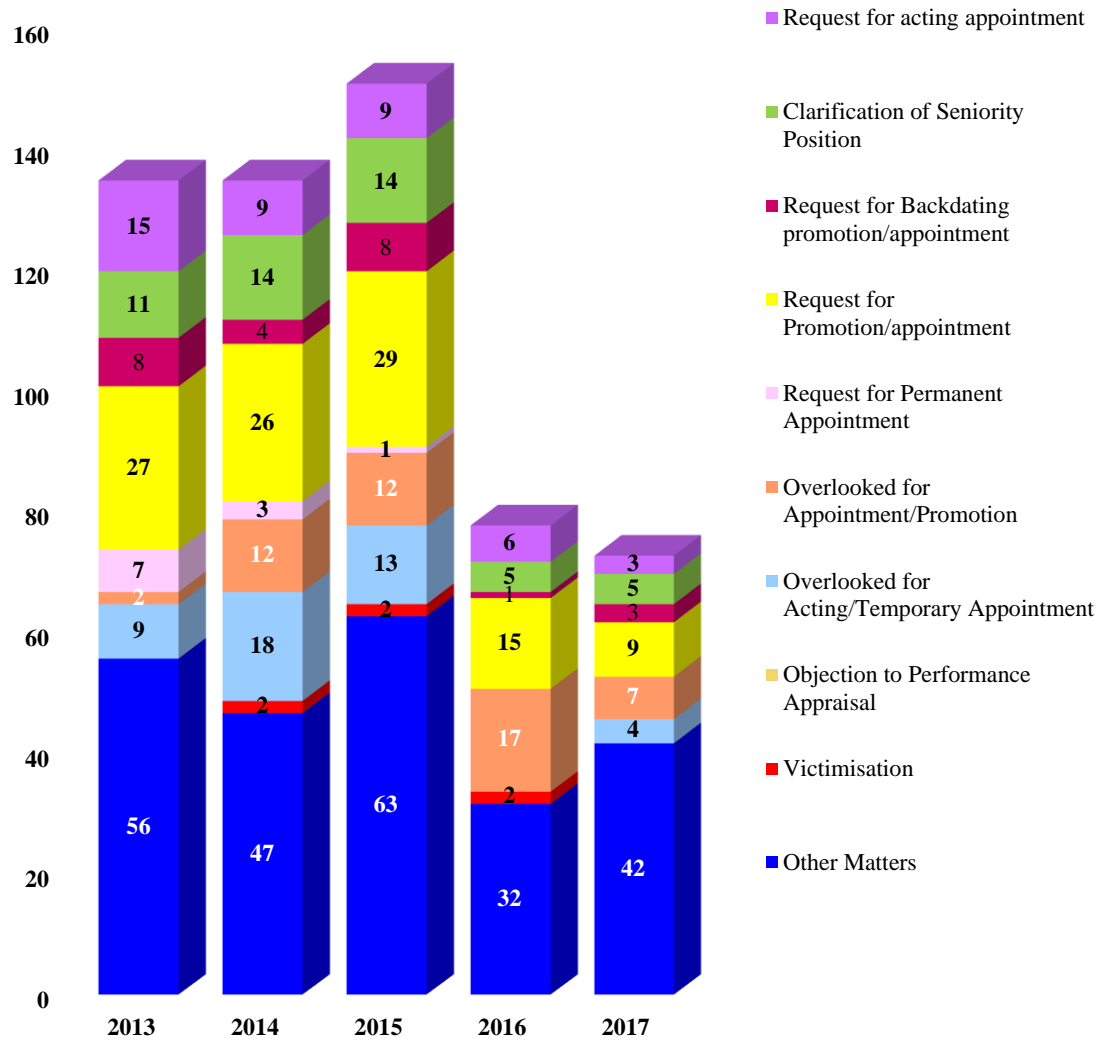
concluded in favour of the claimant, while two (2) matters were concluded in favour of the Public Service commission. Further details are attached at **Appendix VIII**.

**6.12 Complaints/Representations**

In 2017, a total of seventy-three (73) new complaints were received. From these new complaints received, three (3) complaints were from Tobago. **Figure 10** disaggregates the nature and number of complaints/ representations received over the period 2013 to 2017.

Report on Performance (continued)

**Figure 10**  
**Representations**  
**2013 - 2017**



Complaints/Representations (continued)

**6.12.1  
Complaints/  
Representations - Tobago**

Three (3) complaints/representations received from the Tobago House of Assembly for 2017, are disaggregated in **Table 5** below.

**Table 5**

Nature of Complaints/Representations	No. of Complaints/Representations
Passed over for promotion	1
Request for promotion	1
Backdating of promotion	1
<b>TOTAL</b>	<b>3</b>

### 6.13 Information Requests (Freedom of Information)

The Freedom of Information Act, No. 26 of 1999, gives officers and members of the public the right of access to official documents and information held by public authorities (with exceptions). In 2016, five hundred and one (501) requests for information were submitted under the Freedom of Information Act, No. 26 of 1999.

In 2017, seven hundred and sixty-five (765) new Freedom of Information (FOI) requests were received from officers in the Public Service. Of this number, thirteen (13) requests were received from the Tobago House of Assembly/Central Administrative Services, Tobago. **Table 6** summarises the number of FOI requests received and finalized for the Civil, Fire and Prison Services.

**Table 6**

Service	Received	Finalised
Civil Service	711	364
Fire Service	39	19
Prison Service	15	7
<b>TOTAL</b>	<b>765</b>	<b>390</b>

Freedom of Information (continued)

**Table 7 - Table 9** hereunder give a breakdown of the nature of Freedom of Information (FOI) requests received for Civil, Fire and Prison Services respectively during 2017.

**Table 7**

**CIVIL SERVICE**

Nature of FOI Requests	No. of Requests	% of Requests
Date of appointment of officers	3	0.4
Examination Scripts/Booklets	1	
Position on Seniority List/Order of Merit List	82	12
Request for information	619	87
Results from Examinations	3	0.4
Scores from Interviews	1	
View Confidential File	2	0.2
<b>TOTAL</b>	<b>711</b>	<b>100</b>

Freedom of Information (continued)

**Table 8**

**FIRE SERVICE**

Nature of FOI Requests	No. of Requests	% of Requests
Information/Copy of documents	2	5
Position on Seniority List/Order-of-Merit List	1	3
Request for information	35	89
View Confidential File	1	3
<b>TOTAL</b>	<b>39</b>	<b>100</b>

**Table 9**

**PRISON SERVICE**

Nature of FOI Requests	No. of Requests	% of Requests
Request for information	15	100
<b>TOTAL</b>	<b>15</b>	<b>100</b>

Freedom of Information (continued)

**Table 10** hereunder gives a breakdown of the nature of Freedom of Information (FOI) requests received from Tobago House of Assembly (THA)/Central Administrative Services, Tobago (CAST) during 2017.

**Table 10**

**TOBAGO HOUSE OF ASSEMBLY/  
CENTRAL ADMINISTRATIVE SERVICES, TOBAGO**

Nature of FOI Requests	No. of Requests	% of Requests
Date of appointment of officers	1	8
Position on Seniority List/ Order-of-Merit List	1	8
Request for information	11	84
<b>TOTAL</b>	<b>13</b>	<b>100</b>

## 6.14 Equal Opportunity Representations

The Equal Opportunity Act No. 69 of 2000 seeks to prohibit certain kinds of discrimination and promotes equality of opportunity among persons. The Act provides for the establishment of an Equal Opportunity Commission and an Equal Opportunity Tribunal and for matters connected thereto.

**Section 8  
of the Equal  
Opportunity  
Act  
states:**

8. *An employer or a prospective employer shall not discriminate against a person:-*

- (a) *in the arrangements he makes for the purpose of determining who should be offered employment;*
- (b) *in the terms and conditions on which employment is offered; or*
- (c) *by refusing or deliberately omitting to offer employment*

The Public Service Commission is not the employer of public officers, however, the Commission is still subject to the jurisdiction of both the Equal Opportunity Commission and the Tribunal. A summary of matters referred to the Commission during the period under review is provided in **Table 11**.

**Table 11**

No. of Letters	No. of Matters Finalized
1	1



## 6.15 Ombudsman

The Constitution of Trinidad and Tobago provides for an Ombudsman for Trinidad and Tobago. The principal function of the Ombudsman is outlined at Section 93 of the Constitution. Section 93 states, inter alia, that:

- (1) .....the principal function of the Ombudsman shall be to investigate any decision or recommendation made, .....or any act done or omitted by any department of Government or any other authority to which this section applies, or by officers or members of such a department or authority, being action taken in exercise of the administrative functions of that department or authority.
- (2) The Ombudsman may investigate any such matter in any of the following circumstances-
  - a) where a complaint is duly made to the Ombudsman by any person alleging that the complainant has sustained an injustice as a result of a fault in administration;
  - (b) where a member of the House of Representatives requests the Ombudsman to investigate the matter on the ground that a person or body of persons specified in the request has or may have sustained such injustice;
  - (c) in any other circumstances in which the Ombudsman considers that he ought to investigate the matter on the ground that some person or body of persons has or may have sustained such injustice.

*...the principal function of the Ombudsman shall be to investigate any decision or recommendation made, ...or any act done or omitted...*

The number and nature of the interventions made by the Ombudsman on behalf of Public Officers during the period under review is provided in **Table 12**.

Ombudsman (continued)

**Table 12**

<b>Nature of the Interventions</b>	<b>No. of Matters</b>	<b>No. of Matters Concluded</b>
Delay in responding to request for Freedom of Information	3	3
Inquiry into an officer's request for permanent appointment/promotion	5	2
Delay in adjusting officer's salary	1	1
<b>Total</b>	<b>9</b>	<b>6</b>

## 7.0 PROJECTIONS FOR 2018

In 2017, the Commission continued to work towards achieving key strategic objectives as identified in the Action Plan. Key strategic objectives identified for 2018 are as follows:

- *Review and update the Action Plan and Medium Term Strategic Objectives*

- *Develop policy framework for new Draft Regulations*

- *Implement the Assessment Centre Methodology for senior officers in the Public Service*

- *Consider granting the required consent to allow Permanent Secretaries and Heads of Departments more extensive authority over peculiar offices*

- *Review the efficacy of Selection Panels*

2

- *Review/Develop policies to address gaps and inefficiencies in appointments/ promotions/ discipline*

0

- *Work with the Ministry of Public Administration, Personnel Department, Ministry of Finance and Service Commissions Department to facilitate improved co-ordination and efficiency in the delivery of the Human Resource Management functions*

1

8

The Public Service Commission will continue its efforts in 2018 to ensure it meets its mandate to improve Human Resource Management policies and procedures within the Public Service.



# Appendices



Appendix I

*Legal Supplement Part B—Vol. 45, No. 87—24th May, 2006*

333

LEGAL NOTICE No. 105

REPUBLIC OF TRINIDAD AND TOBAGO

THE CONSTITUTION OF THE REPUBLIC OF TRINIDAD  
AND TOBAGO, CHAP. 1:01

ORDER

MADE BY THE PUBLIC SERVICE COMMISSION WITH THE APPROVAL OF  
THE PRIME MINISTER PURSUANT TO SECTION 127 OF THE CONSTITUTION

THE PUBLIC SERVICE COMMISSION (DELEGATION OF  
POWERS) (AMENDMENT) ORDER, 2006

1. This Order may be cited as the Public Service Commission Citation  
(Delegation of Powers) (Amendment) Order, 2006.

2. In this Order, “a reference to” “the Regulations” means, the Interpretation  
Public Service Commission Regulations. G.N.132 of  
1966

3. Subject to the provisions set out in the Schedule, the Public Delegation  
Service Commission (hereinafter called “the Commission”), with the  
approval of the Prime Minister, hereby delegates to the authorities in  
the First and Second Schedules the powers specified therein in relation Schedule  
to the said authorities, respectively.

4. The Public Service Commission (Delegation of Powers) Order is L.N.60. of  
amended by revoking the First and Second Schedules and substituting 1999 First  
the following: and Second  
Schedules  
Chap. 1:01  
232/1990  
27/1991  
103/1994

\*FIRST SCHEDULE

PART I

CHAIRMAN AND DEPUTY CHAIRMAN, PUBLIC SERVICE COMMISSION

1. The Chairman and the Deputy Chairman of the Commission are hereby delegated Powers  
the power to appoint persons on recruitment from outside the particular Service in the delegated  
public service on a temporary basis in any public office other than the public offices, the  
appointment to which is subject to consultation with the Prime Minister. Acting  
appointments

2. The power delegated under paragraph 1, is in respect of the public offices specified Chap. 23:01  
in the Classification of Offices set out in the First Schedule to the Civil Service Act, 1965 Chap. 35:50  
the Third Schedule to the Fire Service Act, the First Schedule to the Prison Service Act. Chap. 13:02  
Chap. 39:01  
158/1966

334 *Public Service Commission (Delegation of Powers) (Amendment) Order, 2006*

PART II

PERMANENT SECRETARIES AND HEADS OF DEPARTMENTS

Powers delegated	1. The powers delegated to Permanent Secretaries and Heads of Department are as follows:
Acting appointments	(a) to appoint a public officer to act in the public office in the Civil Service up to and including Salary Range 68 for periods up to six months in exercise of which power, the Permanent Secretary shall apply the principles of selection prescribed in regulations 18 and 26 and the provisions of regulation 25 of the Regulations;
Transfers	(b) to transfer a public officer from an office in a grade in the Ministry or Department to which such an officer is assigned to a similar office in that grade in the same Ministry with no alteration in remuneration up to and including Salary Range 68 and this power shall be exercised subject to the provisions of regulation 29 of the Regulations which requires notice to be given to such officer and to the right of such officer and to make representations to the Commission;
Further temporary appointment	(c) to appoint persons temporarily to offices in the public service for periods not exceeding six months at a time where such persons have already been appointed temporarily by the Public Service Commission for a fixed period;
Confirmation	(d) to confirm the appointment of a public officer to a public office after consideration of all performance appraisal reports and medical reports on the officer, where applicable during the probationary period if satisfied that the service of the officer on probation has been satisfactory.
Application Chap. 23-01	2. The powers delegated in this Part are in respect of public officers in the Ministry under his supervision who hold the public offices specified in Salary Ranges Nos. 1 to 68 of the Classification of Offices set out in the First Schedule to the Civil Service Act, except that the power to confirm appointments to public offices applies to all offices within the Ministry or Department.
Application	3. The powers delegated in this Part do not apply to offices, the appointment or promotion to which is subject to consultation with the Prime Minister.
Report to Commission	4. A Permanent Secretary or Head of Department shall submit to the Commission once in every quarter a report of the exercise of the powers delegated to him.

PART III

DEPUTY PERMANENT SECRETARIES

Powers delegated	1. The powers delegated to Deputy Permanent Secretaries are as follows:
Acting appointments	(a) to appoint a public officer to act in a public office in the Civil Service in Salary Ranges up to and including Salary Range 45 for periods up to six months, in the exercise of which power the Deputy Permanent Secretary shall apply the principles of selection prescribed in regulations 18 and 26 and the provisions of regulation 25 of the Regulations;
Further temporary appointment	(b) to appoint persons temporarily to offices in Salary Ranges up to and including Salary Range 45 in the Public Service for periods not exceeding six months at a time where such persons have already been appointed temporarily by the Public Service Commission for a fixed period;
Confirmation	(c) to confirm the appointment of a public officer to a public office in Salary Ranges up to and including Salary Range 45 after consideration of all performance appraisal reports and medical reports on the officer where applicable during the probationary period if satisfied that the service of the officer on probation has been satisfactory.



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2. The powers hereby delegated are in respect of public officers in the Ministry under Application the supervision of the Deputy Permanent Secretary who hold the public offices specified in Salary Ranges up to and including Salary Range 45 of the Classification of Offices set out in the First Schedule to the Civil Service Act.

3. The powers hereby delegated do not apply to offices the appointment or promotion Application to which is subject to consultation with the Prime Minister.

4. A Deputy Permanent Secretary shall submit to the Commission once in every Report to quarter through the Permanent Secretary a report on the exercise of the power delegated Commission to him.

## PART IV

## DIRECTORS, HUMAN RESOURCES

1. The powers delegated to Directors, Human Resources are as follows: Powers delegated
- (a) to appoint a public officer to act in a public office in the Civil Service up to and including Salary Range 34 for periods up to six months, in the exercise of Acting which power delegated the Directors, Human Resources shall apply the appointment principles of selection prescribed in regulations 18 and 26 and the provisions of regulation 25 of the Regulations;
  - (b) to appoint persons temporarily to offices up to and including Salary Range 34 Further in the Public Service for periods not exceeding six months at a time where temporary such persons have already been appointed temporarily by the Public Service appointment Commission for a fixed period;
  - (c) to confirm the appointment of a public officer to a public office up to and Confirmation including Salary Range 34 after consideration of all performance appraisal reports and medical reports on the officer where applicable during the probationary period if satisfied that the service of the officer on probation has been satisfactory.

2. The powers delegated in this Part are in respect of public officers in the Ministry Application under the supervision of the Director, Human Resources, who hold the public offices specified in Salary Ranges Nos. 1 to 34 of the Classification of Offices set out in the First Schedule to the Civil Service Act.

3. The powers hereby delegated do not apply to offices the appointment or promotion Application to which is subject to consultation with the Prime Minister.

4. A Director, Human Resource shall submit to the Commission once in every quarter Report to through the Permanent Secretary a report on the exercise of its powers delegated to him. Commission

## PART V

## PERMANENT SECRETARY, MINISTRY OF HEALTH

1. The Permanent Secretary, Ministry of Health is delegated the powers to appoint Powers persons temporarily to the offices of Clinical Instructor and Nursing Instructor. delegated

2. The Permanent Secretary, Ministry of Health, shall submit to the Commission Report to once in every quarter, a report of the exercise of the powers delegated to him under this Commission Part.

PART VI

THE DIRECTOR OF STATISTICS, CENTRAL STATISTICAL OFFICE,  
MINISTRY OF PLANNING AND DEVELOPMENT

- |                      |   |
|----------------------|---|
| Powers delegated     | <p>1. (1) The powers delegated to the Director of Statistics, Central Statistical Office, Ministry of Planning and Development are as follows:</p> <p style="padding-left: 20px;">(a) to appoint persons to the temporary posts of—</p> <p style="padding-left: 40px;">(i) Field Interviewer;</p> <p style="padding-left: 40px;">(ii) Clerical Assistant;</p> <p style="padding-left: 40px;">(iii) Statistical Assistant;</p> <p style="padding-left: 20px;">in the Central Statistical Office.</p> <p style="padding-left: 20px;">(b) to remove and exercise disciplinary control over any person appointed under and in exercise of the power of appointment delegated under paragraph (a).</p> <p style="padding-left: 20px;">(2) All appointments made under this Part shall be on a temporary basis.</p> |
| Report to Commission | <p>(3) The Director of Statistics shall submit to the Commission once in every quarter, a report of the exercise of any of the powers delegated under this Part.</p>  |

PART VII

THE COMMISSIONER OF PRISONS

- |                      |   |
|----------------------|---|
| Powers delegated     | <p>1. The powers delegated to the Commissioner of Prisons are as follows:</p> <p style="padding-left: 20px;">(a) the power to appoint persons and prison officers on promotion to offices in the Prison Service below the rank of Prison Supervisor and to confirm the appointment of Prison Officers to such offices in accordance with the regulations, but the power hereby delegated shall not include the power to terminate an appointment on probation or extend a period of probation under regulation 44 of the Regulations;</p> |
| Appointment          | <p style="padding-left: 20px;">(b) in the case of a person recruited for training to serve as a prison officer below the rank of Prison Supervisor, the power to terminate the appointment at any time on the ground of unsuitability arising from any cause;</p>   |
| Acting appointment   | <p style="padding-left: 20px;">(c) the power to appoint prison officers to act in offices in the Prison Service below the office of Prison Supervisor and in the exercise of this power the Commissioner shall apply the principles of selection prescribed in regulation 172 of the Regulations;</p>   |
| Transfers            | <p style="padding-left: 20px;">(d) the power to transfer prison officers from one Prison to another;</p>  |
| Suspension           | <p style="padding-left: 20px;">(e) the power to direct a prison officer to cease to report for duty in accordance with regulation 88 of the Regulations and the Commissioner shall report the exercise of this power forthwith to the Commission;</p>   |
| Resignation          | <p style="padding-left: 20px;">(f) the functions of the Commission under regulation 48 of the Regulations in respect of a prison officer in an office in the Prison Service below the office of Prison Supervisor.</p>  |
|                      | <p>2. In the exercise of the powers delegated under paragraph 1 of this Part to the Commissioner of Prisons to appoint persons and prison officers to offices specified therein, the reference to the Director in regulation 166 shall be construed as reference to the Commissioner.</p>   |
| Report to Commission | <p>3. The Commissioner shall submit to the Commission, once in every quarter, a report of the exercise of any of the powers delegated to the Commissioner and to any other prison officer.</p>  |

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PART VIII

THE CHIEF FIRE OFFICER

1. The powers delegated to the Chief Fire Officer are as follows:
- (a) the power to appoint persons and fire officers on promotion to offices in the Second Division of the Fire Service below the office of Fire Station Officer and to confirm the appointment of Fire Officers to such offices in accordance with the Regulations, but the power hereby delegated shall not include power to terminate an appointment on probation or extend a period of probation under regulation 44 of the Regulations;
  - (b) in the case of a person recruited for training to serve as a fire officer below the office of Fire Station Officer, the power to terminate the appointment at any time on the ground of unsuitability arising from the cause;
  - (c) the power to appoint fire officers to act in offices in the Second Division of the Acting Fire Service below the office of Fire Station Officer and in the exercise of this power the Chief Fire Officer shall apply the principles of selection prescribed in regulations 154, 157 and 158, and the provisions of regulations 154 and 155 of the Regulations;
  - (d) the power to transfer Fire Officers from one Division or District or Branch in the Fire Service to another such Division or District or Branch;
  - (e) the power to direct a fire officer to cease to report for duty in accordance with Regulation 88 of the Regulations and the Chief Fire Officer shall report the exercise of this power forthwith to the Commission;
  - (f) The functions of the Commission under regulation 164 of the Regulations in respect of a fire officer in an office in the Second Division of the Fire Service below the office of Fire Station Officer.
2. The Chief Fire Officer shall submit to the Commission, once in every quarter, a report of the exercise of any of the powers delegated to the Chief Fire Officer and to any other fire officer.

PART IX

CHIEF ADMINISTRATOR, TOBAGO HOUSE OF ASSEMBLY, TOBAGO

1. The powers delegated to the Chief Administrator, Tobago House of Assembly, are as follows:
- (a) to appoint persons on recruitment from outside the Civil Service in a temporary capacity to an office in the Tobago House of Assembly, subject to section 26(1) and the Sixth Schedule of the Tobago House of Assembly Act, No. 40 of 1996 which powers are in respect of the public offices specified in the classification of offices set out in the First Schedule to the Civil Service Act, 1965 and which are regarded as the basic normal entry points to the general clerical, secretarial and manipulative classes;
  - (b) to appoint a public officer to act in a public office in the Civil Service, Tobago House of Assembly, for periods up to six months whether such appointment is in a vacant office or not except that where an acting appointment is made in a vacant office the officer must be informed that such acting appointment would not give him any prior claim to eventual permanent appointment thereto and in respect of such power the Chief Administrator shall apply the principles of selection prescribed in regulations 18, 24 and 26 and the provisions of regulation 25 of the Regulations;

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- Transfers
- (c) to transfer a public officer from an office in a grade in the Tobago House of Assembly, to which such an officer is assigned to a similar office in that grade within the Tobago House of Assembly, with no alteration in his remuneration which power shall be exercised by the Chief Administrator subject to the provisions of regulation 29.
  - (d) to direct a public officer assigned to an office in the Tobago House of Assembly, to cease to report for duty in accordance with regulation 88 of the Regulations and the Chief Administrator, Tobago House of Assembly, shall report the exercise of this power forthwith to the Commission;
  - (e) to exercise disciplinary control in respect of any alleged act of misconduct or indiscipline described in Column 1 of the Second Schedule being a breach of a regulation in respect of the Civil Service as specified in Column 2.
2. In the exercise of the powers delegated under paragraph 1(e), the Chief Administrator shall—
- (a) exercise the powers of the Commission under regulation 90(6) and (7);
  - (b) assign a public officer of a grade higher than that of the officer charged with misconduct or indiscipline, but in no case of a grade lower than that of the Clerk IV to be a disciplinary tribunal and that officer shall hear the facts and make a report thereon to the Chief Administrator in accordance with the provisions respecting the function and duties of a Disciplinary Tribunal as prescribed in the regulations;
  - (c) any fine which the Chief Administrator imposes under paragraph (e) shall not exceed an amount calculated on four days pay per month to a maximum of three months.
- Report
3. The Chief Administrator shall submit to the Commission once in every quarter, a report on the exercise of powers delegated to him in this Part.
- Application
4. The powers and functions delegated in this Part are in respect of public officers who hold any of the public offices specified in Salary Ranges Nos. 1 to 68 inclusive of the Classification of Offices set out in the First Schedule to the Civil Service Act, 1965, except that the powers delegated do not apply to offices the appointment or promotion to which is subject to consultation with the Prime Minister.

PART X

THE SENIOR PUBLIC OFFICER, HIGH COMMISSIONS, MISSIONS AND EMBASSIES  
OF TRINIDAD AND TOBAGO

- Powers delegated
1. The powers delegated to the Senior Public Officer, High Commissions, Missions, and Embassies of Trinidad and Tobago are as follows:
- (a) the power to appoint, on a temporary basis only persons resident in the jurisdiction where the particular High Commission, Mission or Embassy is situated to the non-representational staff of the said High Commission, Mission or Embassy that is to say to any office of the grade of Clerk IV and under;
  - (b) the power to remove and exercise disciplinary control over any person appointed under and in exercise of the power of appointment delegated under subparagraph (a).

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PART XI

THE PERMANENT SECRETARY, CENTRAL ADMINISTRATIVE SERVICES, TOBAGO

1. The powers delegated to the Permanent Secretary, Central Administrative Services, Tobago, are as follows:

- (a) to appoint persons on recruitment from outside the Civil Service in a temporary capacity to an office in a Ministry or Department or in a Division of a Ministry or Department located in Tobago (exclusive of offices in the Prison and Fire Services) which power is in respect of the public offices specified in the Classification of Offices set out in the First Schedule to the Civil Service Act, 1965 and which are regarded as the basic normal entry points to the general clerical, secretarial and manipulative classes; Chap: 23:01
  - (b) to appoint a public officer to act in a public office in the Civil Service and located in the Department of Central Administrative Services, Tobago, for periods up to six months whether such acting appointment is in a vacant post or not except that where an acting appointment is made in a vacant post, the officer must be informed that such acting appointment would not give him any prior claim to eventual permanent appointment thereto, in respect of which power the Permanent Secretary shall apply the principles of selection prescribed in regulations 18, 24 and 26 and the provisions of regulation 25 of the Regulations;
  - (c) to transfer a public officer from an office in a grade in the Department of Central Administrative Services, Tobago to which such an officer is assigned to a similar office in that grade in the same Department of Central Administrative Services, Tobago, with no alteration in his remuneration, which power shall be exercised by the Permanent Secretary subject to the provisions of regulation 29 of the Regulations, which require notice to be given to such officer and which preserves the right of such officer to make representations to the Commission;
  - (d) to direct a public officer assigned to an office in the Department of Central Administrative Services, Tobago, to cease to report for duty in accordance with Regulation 88 of the Regulations, and the Permanent Secretary, Central Administrative Services, Tobago shall report the exercise of this power forthwith to the Commission.
  - (e) to exercise disciplinary control in respect of any alleged act of misconduct or indiscipline described in column 1 of the Second Schedule being a breach of a regulation in respect of the Civil Service as specified in Column 2.
- (2) In exercise of the power delegated under paragraph 1(e) the Permanent Secretary shall—
- (a) exercise the powers of the Commission under regulation 90(6) and (7).
  - (b) assign a public officer of a grade higher than that of the officer charged with misconduct or indiscipline but in no case of a grade lower than that of a Clerk IV to be a disciplinary tribunal, and that officer shall hear the evidence, find the facts and make a report thereon to the Permanent Secretary in accordance with the provisions respecting the functions and duties of a Disciplinary Tribunal as prescribed in the Regulations;
- (3) Any fine which the Permanent Secretary imposes under paragraph 1(e) shall not exceed an amount calculated on four days pay per month to a maximum of three months.

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Order, 2006*

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3. The Permanent Secretary shall submit to the Commission, once in every quarter, a report of the exercise of any powers delegated to him.

Chap: 23:01 4. The powers and functions hereby delegated under this Part are in respect of public officers who hold any of the public offices specified in Salary Ranges Nos. 1 to 68 inclusive of the Classification of Offices set out in the First Schedule to the Civil Service Act, 1965 except where such offices require the holders to perform as Heads or Deputy Heads of Ministries/Departments/Divisions and in respect of which offices consultation with the Prime Minister is required by the Commission.

"SECOND SCHEDULE

DISCIPLINARY POWERS DELEGATED

For the purposes of regulation 85 of the Regulations, an act of misconduct or indiscipline which the Permanent Secretary or Head of Department has jurisdiction to hear and determine under that regulation is an act of misconduct or indiscipline described in Column 1 of the following Table being a breach of a regulation:

(a) in respect of officers in the Civil Service, in Chapter XI of the Civil Service Regulations;

(b) in respect of officers in the Fire Service, in Chapter VII of the Fire Service (Terms and Conditions of Employment) Regulations, 1998;

(c) in respect of officers in the Prison Service, in Chapter II of the Prison Service (Code of Conduct) Regulations, 1990,

as specified in Columns 2, 3 and 4 of that Table in respect of the Civil Service, the Fire Service, and the Prison Service, respectively.

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Appendix I (continued)

*Public Service Commission (Delegation of Powers) (Amendment)  
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SECOND SCHEDULE—CONTINUED

COLUMN 1	COLUMN 2	COLUMN 3	COLUMN 4
<i>Description of Misconduct</i>	CIVIL SERVICE <i>Reference to Regulation of Civil Service Regulations</i>	FIRE SERVICE <i>Reference to Regulation of Fire Service (Terms and Conditions of Employment) Regulations, 1998</i>	PRISON SERVICE <i>Reference to Regulation of Fire Prison Service (Code of Conduct) Regulations, 1990</i>
Failure to attend to matters promptly within scope of office	Regulation 135(1)	Regulation 101(1)	Regulation 4(1)
Lack of courtesy to a member of the public or member of the: (a) Civil Service; (b) Fire Service; (c) Prison Service	Regulation 135(2)	Regulation 101(5)	Regulation 4(2)
Wilful failure to perform duties	Regulation 135(3)		
Absence without leave or reasonable excuse	Regulation 136(1)	Regulation 103(1)	
Failure to report absence from country	Regulation 136(2)	Regulation 103(2) and (3)	
Failure to disclose activities outside Service	Regulation 137(2)	Regulation 104(1)(b)(2)	Regulation 6(1)(d)
Breach of rules relating to broadcast	Regulation 140	Regulation 110	Regulation 12
Act of indebtedness to the extent it impairs efficiency, etc.	Regulation 141	Regulation 111	Regulation 13(1)

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Appendix I (continued)

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SECOND SCHEDULE—CONTINUED

COLUMN 1	COLUMN 2	COLUMN 3	COLUMN 4
<i>Description of Misconduct</i>	CIVIL SERVICE <i>Reference to Regulation of Civil Service Regulations</i>	FIRE SERVICE <i>Reference to Regulation of Fire Service (Terms and Conditions of Employment) Regulations, 1998</i>	PRISON SERVICE <i>Reference to Regulation of Prison Service (Code of Conduct) Regulations, 1990</i>
Failure to notify of bankruptcy proceedings	Regulation 142	Regulation 112	Regulation 14
Failure to perform duty in a proper manner	Regulation 149(1)(a)	Regulation 119(1)(a)	Regulation 20(1)(a)
Contravention of the:			
(a) Civil Service Regulations and other written law;	Regulation 149(1)(b)		
(b) Fire Service (Terms and Conditions of Employment) Regulations, 1998 and other written law;	Regulation 149(1)(c)	Regulation 119(1)(b)	
(c) Prison Service (Code of Conduct) Regulations, 1990.		Regulation 119(1)(c)	Regulation 20(1)(b)
Act that is prejudicial to, or discredits reputation of the Service	Regulation 149(1)(d)	Regulation 119(1)(d)	Regulation 20(1)(c) Regulation 20(1)(d)
Disobedience to orders	Regulation 149(2)(b)	Regulation 119(2)(c)	Regulation 20(2)(c)
Neglect of duty	Regulations 149(2)(d) and (f)	Regulation 119(2)(d)	Regulation 20(2)(d)
Unlawful or unnecessary exercise of duty	Regulation 149(2)(g)	Regulation 119(2)(h)	Regulation 20(2)(l)



Public Service Commission (Delegation of Powers) (Amendment)  
Order, 2006

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SECOND SCHEDULE—CONTINUED

COLUMN 1	COLUMN 2	COLUMN 3	COLUMN 4
<i>Description of Misconduct</i>	CIVIL SERVICE <i>Reference to Regulation of Civil Service Regulations</i>	FIRE SERVICE <i>Reference to Regulation of Fire Service (Terms and Conditions of Employment, Regulations, 1998</i>	PRISON SERVICE <i>Reference to Regulation of Prison Service (Code of Conduct) Regulations, 1990</i>
Malingering	Regulation 149(2)(a)	Regulation 119(2)(i)	Regulation 20(2)(m)
Absence without leave or being late for duty	Regulation 149(2)(a)	Regulation 119(2)(j)	Regulation 20(2)(n)
Persistently unpunctual			
Damage of clothing supplied		Regulation 119(2)(l)	Regulation 20(2)(p)
Unfit for duty through drunkenness	Regulation 149(2)(c)	Regulation 119(2)(m)	Regulation 20(2)(q)
Drinking on duty or soliciting drink		Regulation 119(2)(n)	Regulation 20(2)(r)
Entering licensed premises		Regulation 119(2)(o)	Regulation 20(2)(s)."

Dated this 19th day of April, 2006.

C. THOMAS  
Chairman of the  
Public Service Commission

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Order, 2006*

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A. TIM POW  
*Deputy Chairman of the  
Public Service Commission*

S. SEEMUNGAL  
*Member of the  
Public Service Commission*

N. ROLINGSON  
*Member of the  
Public Service Commission*

P. BENSON  
*Member of the  
Public Service Commission*

S. MAHARAJ  
*Member of the  
Public Service Commission*

Approved.

P. MANNING  
*Prime Minister*

Dated this 30th day of April, 2006.

## Appendix II

### STATUS OF OFFICES ADVERTISED IN ACCORDANCE WITH REGULATION 13(5) OF THE PUBLIC SERVICE COMMISSION REGULATIONS

No.	Name of Ministry	Offices to be advertised/ advertised	Date of Commission's Decision	Status to date
1.	Community Development, Culture and the Arts	<ol style="list-style-type: none"> <li>1. Supervisor II, Handicraft Center (Range 21)</li> <li>2. Supervisor I, Handicraft Center (Range 17)</li> <li>3. Handicraft Development Officer I (Range 17)</li> </ol>	31/01/17	<p>PSC decided that a Notice of Vacancy/ Advertisement be issued for the offices</p> <p><b>6<sup>th</sup> September 2017:</b> Permanent Secretary (PS) informed, that as a result of staff constraints, it would be difficult to advertise all offices and that only Supervisor II, Handicraft Center (Range 21), will be advertised in the first instance.</p> <p>PSC considered the present status of the Notice of Vacancies and directed the Permanent Secretary to state the timeframe within which the remaining offices will be advertised.</p> <p><b>16<sup>th</sup> November 2017</b> Permanent Secretary (PS) informed of the Commission's Decision.</p>

## Appendix II (continued)

No.	Name of Ministry	Offices to be advertised/ advertised	Date of Commission's Decision	Status to date
2	Ministry of Labour and Small Enterprise Development	<ol style="list-style-type: none"> <li>1. Director of Labour Administration (Range 68)</li> <li>2. Chief Relations Officer (Range 63)</li> <li>3. Senior Labour Relations Officer (Range 58E)</li> <li>4. Labour Relations Officer II (Range 54D)</li> <li>5. Labour Relations Officer I (Range 45)</li> </ol>	<p>23/03/17</p> <p>21/03/17</p>	<p>PSC decided that a Notice of Vacancy/ Advertisement be issued for the offices.</p> <p><b>24<sup>th</sup> April 2017:</b> The Director of Personnel Administration (DPA) issued memorandum together with the Guidelines to the Ministry.</p> <p><b>23<sup>rd</sup> August 2017:</b> The Ministry has since informed that a re-classification exercise of the said offices is at present being undertaken by the Personnel Department; as such, it is being requested that advertisement of offices be held in abeyance, pending the finalization of the re-classification exercise.</p>
3	Ministry of Finance	Tax Officer (Range 34)	21/03/17	<p>PSC has decided that a Notice of Vacancy be issued within the Public Service.</p> <p>No action was taken at the end of 2017.</p>
4	Ministry of Works and Transport	Deputy Director Maritime Services	04/04/17	<p>The Public Service Commission decided inter alia that the Ministry should issue a Notice of Vacancy/ Advertisement.</p> <p>No action was taken at the end of 2017.</p>

## Appendix II (continued)

No.	Name of Ministry	Offices to be advertised/ advertised	Date of Commission's Decision	Status to date
5	Office of the Prime Minister	Manager, Domestic Violence Unit	25/04/17	<p>PSC has decided that the Permanent Secretary, Office of the Prime Minister (OPM), (Gender and Child Affairs) in consultation with the DPA should issue a Notice of Vacancy within the Public Service.</p> <p>No action was taken at the end of 2017.</p>
6	Energy and Energy Industries	<ol style="list-style-type: none"> <li>1. Chemical Engineer I/II (Range 53/59)</li> <li>2. Geophysicist I/II (Range 53/59)</li> <li>3. Geologist I/II (Range 53/59)</li> <li>4. Petroleum Engineer I/II (Range 53/59)</li> <li>5. Petroleum Chemist (Range 53)</li> <li>6. Petroleum Inspector (Range 40)</li> </ol>	25/04/17	<p>PSC has decided that the PS, Ministry of Energy and Administration (DPA) should issue a Notice of Vacancy within and outside the Public Service. The office was advertised during the period <u>23<sup>rd</sup> March to 13<sup>th</sup> April, 2017.</u></p>

## Appendix II (continued)

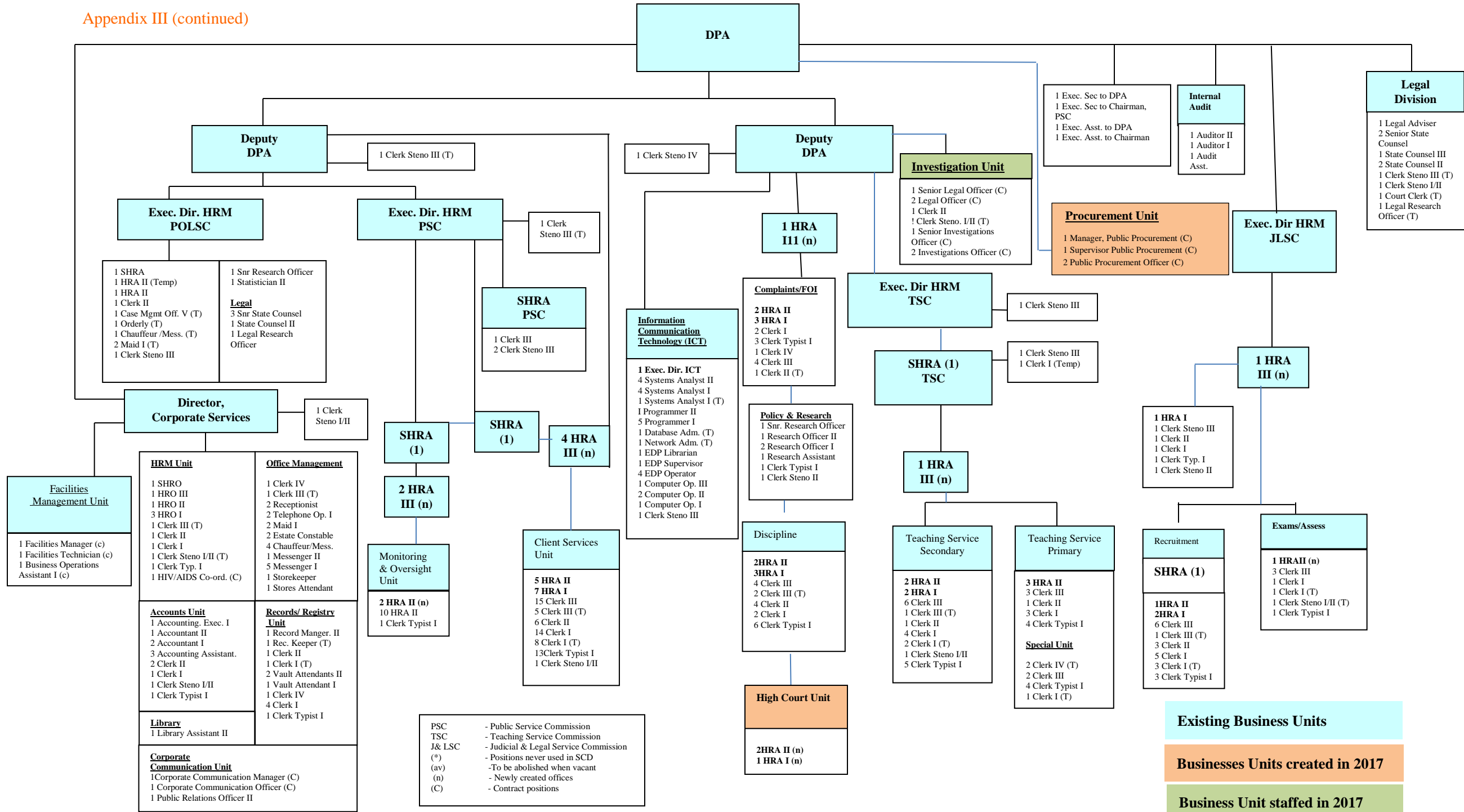
No.	Name of Ministry	Offices to be advertised/ advertised	Date of Commission's Decision	Status to date
	Energy and Energy Industries (continued)	7. Geologist Assistant (Range 29) 8. Petroleum Engineering Assistant (Range 23)	25/04/17	<b>22<sup>nd</sup> August 2017:</b> PSC considered the status of the advertisement and directed the Permanent Secretary to submit a short listing framework for all offices advertised.

Appendix III

**SERVICE COMMISSIONS DEPARTMENT'S ORGANIZATIONAL CHART  
(PRESENT STRUCTURE)**

# Public Service Commission Annual Report 2017

## Appendix III (continued)





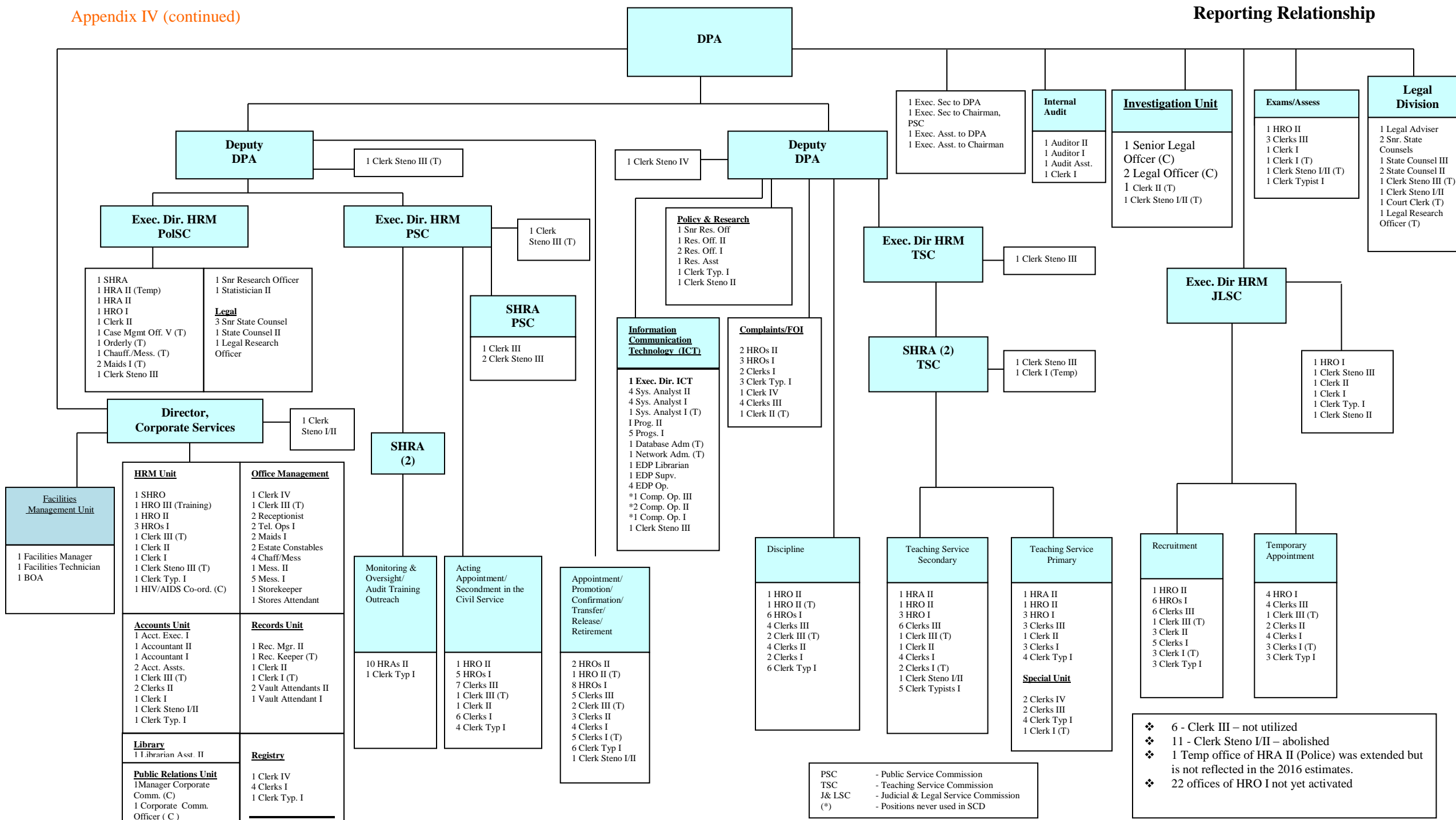
Appendix IV

**SERVICE COMMISSIONS DEPARTMENT'S  
ORGANIZATIONAL CHART (PAST STRUCTURE)**

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Appendix IV (continued)

Reporting Relationship



## Appendix V

### REALIGNMENTS IN MINISTRIES/DEPARTMENTS

#### SUMMARY OF PORTFOLIO REALIGNMENT

Particulars	No. of Ministries
Ministries with no changes	1
New Ministries	8
Dis-established Ministries	18
Ministries with name changes only	3
Ministries with portfolio changes only	6
Ministries with name and portfolio changes	4

#### MINISTRIES WITH NO CHANGES

1 Ministry
Ministry of Health

#### 1

#### NEW MINISTRIES

8 Ministries
Agriculture, Land and Fisheries
Communications
Community Development, Culture and the Arts
Rural Development and Local Government
Social Development and Family Services
Sports and Youth Affairs
The Attorney General and Legal Affairs
Works and Transport

Appendix V - Realignments (continued)

2

**DIS-ESTABLISHED MINISTRIES**

18 Ministries
Community Development
Arts and Multiculturalism
Environment and Water Resources
Food Production
Gender, Youth and Child Development
Justice
Land and Marine Resources
Legal Affairs
Local Government
National Diversity and Social Integration
Science and Technology
Sport
Tertiary Education and Skills Training
The Attorney General
The People and Social Development
Tobago Development
Transport
Works and Infrastructure

Appendix V - Realignments (continued)

3

**MINISTRIES WITH NAME CHANGES ONLY**

3 Ministries
Energy and Energy Industry
Finance
Foreign and CARICOM Affairs

4

**MINISTRIES/DEPARTMENT WITH PORTFOLIO CHANGES ONLY**

6 Ministries
Education
National Security
Office of the Prime Minister
Public Administration
Public Utilities
Tourism

5

**MINISTRIES WITH NAME AND PORTFOLIO CHANGES**

4 Ministries
Housing and Urban Development
Labour and Small Enterprise Development
Planning and Development
Trade and Development

## Appendix VI

**NO. OF MATTERS APPROVED BY THE PUBLIC SERVICE COMMISSION  
IN FUNCTIONAL AREAS DUE TO REALIGNMENTS**

Requesting Ministry	Total Number of Arrangements per Category per Ministry		
	Transfers	Temporary Appointments	Acting Appointments
Agriculture, Lands and Fisheries	1	1022	-
Communications	2	11	-
Community Development, Culture and The Arts	-	-	12
Education	1	-	1
Energy and Energy Industries	-	-	-
Finance	-	9	160
Foreign and CARICOM Affairs	-	97	114
Health	-	-	1
Labour and Small Enterprise Development	-	-	43
National Security	-	4	8
Office of the Prime Minister	15	20	12
Planning and Development	1	-	8
Public Administration	1	-	13
Public Administration and Communications	5	30	246
Public Utilities	2	-	-
Rural Development and Local Government	-	-	-
Social Development and Family Services	-	-	1
Sport and Youth Affairs	2	23	-
The Attorney General and Legal Affairs	-	1	4
Trade, Industry, Investments and Communication	-	1	20
Works and Transport	-	-	12
<b>TOTAL</b>	<b>30</b>	<b>1218</b>	<b>655</b>
<b>GRAND TOTAL</b>	<b>1903</b>		

## Appendix VII

NO. OF FILLINGS EFFECTED BY THE PUBLIC SERVICE COMMISSION  
IN MINISTRIES/DEPARTMENTS IN 2017

No.	Ministry/Department	First Appointments	Promotions	Total Filled
1	Agriculture, Land and Fisheries	8	39	<b>47</b>
2	Auditor General's Department	0	4	<b>4</b>
3	Community Development, Culture and the Arts	1	9	<b>10</b>
4	Education	11	39	<b>50</b>
5	Elections and Boundaries Commission	8	21	<b>29</b>
6	Energy and Energy Industries	3	13	<b>16</b>
7	Environmental Commission	0	1	<b>1</b>
8	Equal Opportunities Tribunal	1	1	<b>2</b>
9	Finance	65	339	<b>404</b>
10	Foreign and CARICOM Affairs	0	21	<b>21</b>
11	Health	24	31	<b>55</b>
12	Housing and Urban Development	2	4	<b>6</b>
13	Industrial Court	2	7	<b>9</b>
14	Integrity Commission	0	1	<b>1</b>
15	Judiciary	7	36	<b>43</b>
16	Labour and Small Enterprise Development	1	22	<b>23</b>
17	National Security ( <i>113 first appointments made under delegated authority in Fire Service</i> )	131	77	<b>208</b>
18	Office of the Ombudsman	0	1	<b>1</b>

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Appendix VII – Fillings effected by the Public Service Commission (continued)

**FILLINGS EFFECTED BY THE PUBLIC SERVICE COMMISSION (continued)**

No.	Ministry/Department	First Appointments	Promotions	Total Filled
19	Office of the Parliament	0	4	<b>4</b>
20	Office of the President	0	2	<b>2</b>
21	Office of the Prime Minister	1	12	<b>13</b>
22	Office of the Prime Minister, Central Administrative Services Tobago (CAST)	1	3	<b>4</b>
23	Personnel Department	0	32	<b>32</b>
24	Planning and Development	7	28	<b>35</b>
25	Public Administration and Communications	9	22	<b>31</b>
26	Public Utilities	18	11	<b>29</b>
27	Rural Development and Local Government	4	11	<b>15</b>
28	Service Commission Department	3	24	<b>27</b>
29	Social Development and Family Services	10	96	<b>106</b>
30	Sport and Youth Affairs	4	9	<b>13</b>
31	Attorney General and Legal Affairs	2	13	<b>15</b>
32	Tax Appeal Board	0	1	<b>1</b>
33	Tobago House of Assembly	9	31	<b>40</b>
34	Tourism	0	4	<b>4</b>
35	Trade and Industry	0	5	<b>5</b>
36	Work and Transport	21	52	<b>73</b>
	<b>TOTAL</b>	<b>353</b>	<b>1026</b>	<b>1279</b>



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Appendix VII - Fillings effected by the Public Service Commission (continued)

**OFFICES FILLED BY CLASS/ SALARIES REVIEW COMMISSION (SRC)/GRADE  
IN THE PUBLIC SERVICE IN 2017**

**OFFICES FILLED BY CLASS IN MINISTRIES/DEPARTMENTS  
(CIVIL SERVICE) IN 2017**

No.	Class	First Appointments	Promotions	Total Vacant Offices Filled
1	Administrative	4	105	<b>109</b>
2	Professional and Scientific	44	257	<b>301</b>
3	Technical	58	371	<b>429</b>
4	Clerical	11	30	<b>41</b>
5	Secretarial	29	60	<b>89</b>
6	Manipulative	94	180	<b>274</b>
7	Undetermined	0	4	<b>4</b>
	<b>TOTAL</b>	<b>240</b>	<b>1007</b>	<b>1,247</b>

**OFFICES FILLED IN THE SALARIES REVIEW COMMISSION (SRC) IN 2017**

Service	Office	Range	First Appointments	Promotions	Total vacancies Filled
Civil Service	Chief Administrator	Group 1C	0	1	<b>1</b>
	Administrator	Group 4B	0	6	<b>6</b>
Prisons Service	Deputy Commissioner of Prisons	Group 2B	0	3	<b>3</b>
	<b>TOTAL</b>		<b>0</b>	<b>10</b>	<b>10</b>

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Appendix VII – Offices filled by Class/ SRC/Grade in the Public Service for 2017 (continued)

**OFFICES FILLED BY GRADES IN THE FIRE SERVICE IN 2017**

Office	Grade	First Appointments (under Delegated Authority)	Promotions	Total Vacancies Filled
Divisional Fire Officer	Grade 6	0	1	<b>1</b>
Fire Station Officer	Grade 4	0	1	<b>1</b>
Firefighter	Grade 1	113	0	<b>113</b>
<b>TOTAL</b>		<b>113</b>	<b>2</b>	<b>115</b>

**OFFICES FILLED BY GRADES IN THE PRISON SERVICE IN 2017**

Office	Range	First Appointments (under delegated Authority)	Promotions	Total vacancies Filled
Senior Superintendent of Prisons	Grade 6	0	4	<b>4</b>
Superintendent of Prisons	Grade 5	0	1	<b>1</b>
Assistant Superintendent of Prisons	Grade 4	0	1	<b>1</b>
Prisons Supervisor	Grade 3	0	1	<b>1</b>
<b>TOTAL</b>		<b>0</b>	<b>7</b>	<b>7</b>

## Appendix VIII

### DETAILS OF HIGH COURT/COURT OF APPEAL/ PRIVY COUNCIL MATTERS IN 2017

#### No. 1 – Mr Kenny Gopaul, Divisional Fire Officer, Ministry of National Security vs the Public Service Commission

HCA#/Date filed: CV 2016 – 03119 - 17<sup>th</sup> September, 2016

#### Relief Sought:-

1. An order of certiori to quash the decision of the Public Service Commission to deny access to the requested documents of the Applicant/Claimant's FOIA request dated the 9<sup>th</sup> day of March 2016;
2. A declaration that the decision of the Proposed Defendant to refuse and/or deny access to the requested documents without giving the due consideration to the public interest override and/or the evidence of injustice to the Applicant/Claimant was unreasonable and irrational;
3. A declaration that the Proposed Defendant breached its Statutory Duty in Section 16(2) of the Freedom of Information Act (FOIA) to provide the documents requested by the Applicant/Claimant's FOIA request dated the 9<sup>th</sup> day of March 2016 with the necessary deletions and/or redactions so as to render the information not 'personal';
4. An order of mandamus to compel the Proposed Defendant to provide the requested documents to the Applicant/Claimant pursuant to his FOIA request within seven (7) days hereof on accordance with Section 16(2);
5. A declaration that the Defendant has been guilty of unreasonable delay in providing the requested information contrary to section 16(2) of the FIOA;

6. Alternatively or additionally a declaration that the Applicant/Claimant is entitled to access the requested information pursuant to his application dated the 9<sup>th</sup> day of March 2016 under Section 35 of the FOIA;
7. Costs;
8. Such further other orders, directions or writs as the Courts considers just and as the circumstances of this case warrant pursuant to Section 8 (1) (d) of the Judicial Review Act 2000.

**Date of Outcome: 25<sup>th</sup> April, 2017**

#### **Order /Judgment**

- The Defendant has been guilty of unreasonable delay in providing the first two itemised documents contrary to section 16(2) of the FOIA.
- The Applicant/Claimant is entitled to access the first two itemised documents pursuant to his application dated the 9<sup>th</sup> day of March 2016 under Section 35 of the FOIA.
- The Defendant is to pay the Claimant's cost to be assessed by the Registrar if not agreed.

Appendix VIII – High Court/Court of Appeal/Privy Council (continued)

**No. 2 – Mr Kendal Dolly, Petroleum Engineer II, Ministry of Energy and Energy Industries  
vs the Director of Personnel Administration**

**HCA# / Date filed: CV 2017 – 00873 - 29<sup>th</sup> March, 2017**

**Relief Sought:-**

1. A declaration that the action of the Respondent/Defendant in failing to take reasonable steps to enable the Applicant/Claimant to be notified of the approval or refused of his request as soon as practicable, but in any case not later than thirty (30) days after the date of which the request was made or alternatively acknowledged, was ultra vires, illegal and unlawful and in breach of the provisions of section 15 of the Freedom of Information Act.
2. An order of mandamus to compel the Respondent/Defendant to make a decision on the Applicant/Claimant's Freedom of Information request within seven (7) days hereof whether his application has been approved or refused in accordance with section 15 of the Freedom of Information Act.
3. A declaration that the Applicant/Claimant is entitled to access the requested information pursuant to his application dated the 21<sup>st</sup> day of November, 2016 and received by the Respondent/Defendant on the 23<sup>rd</sup> November, 2016, under the Freedom of Information Act.
4. A declaration that there has been unreasonable delay on the part of the Respondent/Defendant in making a decision on the Applicant/Claimant's request under the Freedom of Information Act.
5. Alternatively, an Order directing the Respondent/Defendant to forthwith prepare and supply notice in accordance with section 23 of the Freedom of Information Act.
6. That the Respondent/Defendant do pay the costs of this application to be assessed in default of agreement.
7. Such further other orders, directions or writs as the courts considers just and as the circumstances of this case warrant pursuant to Section 8 (1) (d) of the Judicial Review Act 2000.

**Date of Outcome: 22<sup>nd</sup> June, 2017**

**Order /Judgment**

- This matter is discontinued pursuant to part 38 of the Civil Proceedings Rules 1998 (as amended).
- Costs of nine thousand dollars (\$9000) to be paid to the Claimant.

Appendix VIII - High Court/Court of Appeal/Privy Council (continued)

**No. 3 – Mr Junior Atwarie, Treasury Accounting Technician,  
Ministry of Finance and the Economy vs the Director of Personnel Administration**

HCA# / Date filed: CV 2016-04403 13<sup>th</sup> January 2017

**Relief Sought:-**

1. An order of certiorari to bring into this Honourable Court and quash the decision of The Director of Personal Administration in failing or refusing to consider the Claimant as being eligible and/or suitably qualified for the position Business Analyst (Range 59D) in the Public Service after he was deemed qualified at the application level and also at the interview process and was subsequently placed at number 11 on an Order of Merit List to fill such vacancy for the said position.
2. A declaration that the decision of The Director of Personal Administration in failing or refusing to consider the Claimant as being eligible and/or suitably qualified for the position Business Analyst (Range 59D) in the Public Service after he was deemed qualified at the application level and also at the interview process and was subsequently placed at number 11 on an Order of Merit List to fill such vacancy for the said position is unlawful and/or unreasonable and/or procedurally improper.
3. A declaration that the Claimant should have been considered eligible and/or suitable qualified by the Respondent with respect to his education, experience and training having been placed at Number 11 on an Order of Merit List to fill the vacant position of Business Analyst (Range 59D) in the Public Service and is next due to be promoted to the said position.
4. A declaration that the failure or refusal to appoint the Claimant to the vacant position of Business Analyst (Range 59D) in the Public Service is in breach of his legitimate expectation of a substantive benefit that he being placed at number 11 on the Order of Merit List is next due to be promoted to the said position.
5. An order of mandamus compelling the Respondent to ensure that the Claimant's letter of promotion is duly signed for him to be appointed to the vacant position of Business Analyst (Range 59D) in the Public Service.
6. An interim order that the position of Business analyst (Range 59D) in the Public Service be kept vacant by the Respondent for the Claimant in the event that the Court rules that the Claimant is entitled to same, pending the hearing and determination of this action or until further order.
7. Damages.
8. Costs.
9. Such further orders, directions or writs as the Court considers just and as the circumstances warrant.

Appendix VIII - High Court/Court of Appeal/Privy Council (continued)

**No. 3 - Mr Junior Atwarie ,Treasury Accounting Technician,  
Ministry of Finance and the Economy vs the Director of Personnel Administration**

**Date of Outcome: 26<sup>th</sup> October, 2017**  
**Order /Judgment**

- There be Judgement for the Claimant against the Defendant.
- The Defendant shall pay damages to the Claimant in the sum of thirty nine thousand, two hundred and fifty-one dollars and sixty one cents (\$39, 251.61).
- The Defendant shall pay costs to the Claimant to be assessed by the Registrar in default of agreement.

Appendix VIII - High Court/Court of Appeal/Privy Council (continued)

**No. 4 – Mrs Joann Bailey- Clarke, Human Resource Officer III, Ministry of The Attorney General and Legal Affairs vs the Ombudsman of Trinidad and Tobago and the Public Service Commission**

**HCA# / Date filed: CV2016-01809 - 25<sup>th</sup> May, 2016**

**Relief Sought:-**

- |   |   |
|---|---|
| a) An order of certiorari to remove into the High Court of Justice and quash the said decisions;  | Resources Officer III at the Ministry of The Attorney General and Legal Affairs is illegal, null and void as the said recommendation was irrational;  |
| b) A declaration that the said decisions are unlawful, null and void and in breach of the principles of fairness and / or natural justice and / or section 20 of the Judicial Review Act;   | f) A declaration that the decisions of the Public Service Commission were in breach of the Applicant’s legitimate expectation that she would be given an opportunity to be heard and/or the principles of natural justice and/or fairness would be applied to her prior to any final decision that she revert to her former office; |
| c) A declaration that the said decisions are unreasonable, and / or irregular and/ or an improper exercise of discretion and / or are irrational;   | g) Damages  |
| d) A declaration that the recommendation submitted by the Ombudsman to the Director of Personnel Administration on or around January 28, 2016 that the Applicant ought to be reverted to her substantive post of Human Resources Officer III at the Ministry of the Attorney General and Legal Affairs was made in bad faith and / or is null and void for non-compliance with Regulations 42(5) and 43(1) of the Public Services Commission Regulations, Chap. 1:01; | h) Costs; and   |
| e) A declaration that the recommendation submitted by the Ombudsman to the Director of Personnel Administration on or around January 28, 2016, that the Applicant ought to be reverted to her substantive post of Human   | i) Any further relief as the Court may consider just.   |

**Date of Outcome: 26<sup>th</sup> January, 2017**

**Order /Judgment**

- An order of certiorari to remove into the High Court of Justice and quash the following decisions/recommendation namely: The recommendation made by the Ombudsman to the Director of Personnel Administration, by letter dated 28<sup>th</sup> January 2016 that the Applicant be reverted from the office of Executive Officer, Office of the Ombudsman, to her former office.

Appendix VIII - High Court/Court of Appeal/Privy Council (continued)

**No. 4 - Mrs Joann Bailey- Clarke, Human Resource Officer III, Ministry of The Attorney General and Legal Affairs vs the Ombudsman of Trinidad and Tobago and the Public Service Commission**

- An order of mandamus compelling the Public Service Commission to re-open its consideration of the suitability of the Applicant in the post of Executive Officer in the Office of the Ombudsman upon receipt of the a recommendation from the Ombudsman.
- That the final recommendation submitted by the Ombudsman to the Director of Personnel Administration by letter dated 28<sup>th</sup> January 2016 that the Applicant ought to be reverted to her substantive post of Human Resource Officer III at the Ministry of Attorney General and Legal Affairs was made illegally, procedurally improperly, in breach of natural justice and contrary to Regulation 43 (1) of the Public Service Commission Regulations, Chap. 1:01.
- That the Ombudsman in making a final recommendation that the Applicant revert to her former office must act in accordance with Regulation 43(1) of the Public Service Commission Regulations, Chap. 1:01.
- That the procedure adopted by the Public Service Commission prior to its decision of the 26<sup>th</sup> February 2016 and 15<sup>th</sup> March 2016 did not fulfil all of its natural justice obligations to the Applicant.



Appendix VIII - High Court/Court of Appeal/Privy Council (continued)

**HIGH COURT ACTION COMPLETED IN FAVOUR OF THE  
PUBLIC SERVICE COMMISSION IN 2017**

**No. 1838 Roy Thompson and No. 1818 Lennox Clarke, formerly Fire Station Officers, Fire Service, Ministry of National Security vs the Public Service Commission.**

**HCA# / Date filed: CV 2016 – 01437 - 29<sup>th</sup> April, 2016**

**Date of Outcome: 22<sup>nd</sup> March, 2017**

**Order /Judgment**

The Claim is dismissed.

The Claimant are to pay the costs of the Defendant to be assessed by the Master if not agreed.

**Mr. Vijay Singh, Forester I, Ministry of Housing and the Environment (now Ministry of Agriculture, Land and Fisheries) vs the Ministry of Agriculture, Land and Fisheries, the Public Service Commission and the Attorney General of Trinidad and Tobago**

**HCA# / Date filed: CV2016-02327 8<sup>th</sup> July, 2016**

**Date of Outcome: 6<sup>th</sup> March, 2017**

**Order /Judgment**

Both the constitutional and judicial review claims are dismissed.

Parties to bear their own costs.









Government of the Republic of Trinidad and Tobago

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**PUBLIC SERVICE COMMISSION**

**Cipriani Plaza, 52 – 58 Woodford Street, Port of Spain,  
Trinidad and Tobago  
Telephone: 623-2997, Fax: 623-6615**